

GRANT CONTRACT
- EXTERNAL ACTIONS OF THE EUROPEAN UNION -
CTR CSO-LA/2021/428-391
(the 'contract')

The European Union, represented by the European Commission, (the 'contracting authority')

of the one part,

and

Provincia Autonoma di Trento (PAT)
Public Administration organisation
Registration number: CF00337460224
Piazza Dante, 15, Trento – Italy
VAT number: 00337460224,

hereinafter the 'coordinator'

and

Conselho Municipal da Beira (CMB)
Public Administration organisation
Av. Eduardo Mondlane, 1320, Beira – Mozambique
VAT number: 500005688

and

Instituto de Formação em Administração Pública e Autárquica da Beira (IFAPA)
Public Administration organisation
Registration number: Decreto 152/2001
Estrada Carlos Pereira, 4.001, Aeroporto, Beira – Mozambique
VAT number: 500009330

and

Universidade Zambeze (UniZambeze)
Public Entity – Higher Education
Registration number: Decreto 77/2007
Rua Alfredo Lawley, 1018, Beira – Mozambique
VAT number: 5000029501

and

University of Trento (UNITN)
Public entity – Higher Education
Registration number: 133402
Via Calepina, 14, Trento – Italy
VAT number: IT0034052020

who have conferred powers of attorney for the purposes of the signature of the agreement to the coordinator¹, collectively referred to as 'beneficiary(ies)' where a provision applies without distinction to the coordinator and the co-beneficiary(ies)

of the other part,

(the 'parties')

have agreed as follows:

¹ Model mandate provided in Annex A to the guidelines for applicants.



Special conditions

Article 1 — Purpose

- 1.1 The purpose of this contract is the award of a grant by the contracting authority to finance the implementation of the action entitled: **Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance (MUDAR)** described in Annex I.
- 1.2 The beneficiary(ies) shall be awarded the grant on the terms and conditions set out in this contract, which consists of these special conditions (the 'special conditions') and the annexes, which the beneficiary(ies) hereby declares it has noted and accepted.
- 1.3 The beneficiary(ies) accepts the grant and undertakes to be responsible for carrying out the action.

Article 2 — Implementation period of the action

- 2.1 This contract shall enter into force on the date when the second of the two parties signs.
- 2.2 Implementation of the action shall begin on:
 - on the **1st of May 2022**.
- 2.3 The implementation period of the action, as laid down in Annex I, is **36 months**.
- 2.4 The execution period of this contract shall end when the payment of the balance is made by the contracting authority and, in any event, at the latest 18 months after the end of the implementation period as stipulated in Article 2.3 unless postponed in accordance with Article 12.5 of Annex II.

Article 3 — Financing the action

- 3.1 The total eligible costs are estimated at **3 171 733 EUR**, as set out in Annex III.
- 3.2 The contracting authority undertakes to finance a maximum amount of **3 000 000 EUR**.

The grant is further limited to **94,59 %** of the total eligible cost of the action specified in paragraph 1.

The final amount of the contracting authority's contribution shall be determined in accordance with Articles 14 and 17 of Annex II.
- 3.3 Pursuant to Article 14.8 of Annex II, 7% of the final amount of direct eligible costs of the action established in accordance with Articles 14 and 17 of Annex II, may be claimed as indirect costs.

Article 4 — Reporting and payment arrangements

- 4.1 Payments shall be made in accordance with Article 15 of Annex II option no. 2 as set out in Article 15.1
 - Initial pre-financing payment: **1 127 289 EUR**.
 - Further pre-financing payments(s): **1 572 711 EUR** (subject to the provisions of Annex II).
 - Balance of the final amount of the grant:
(subject to the provisions of Annex II): **300 000 EUR**.
- 4.2 An electronic system will be used by the contracting authority and the beneficiary(ies) for all stages of implementation including, inter alia, management of the contract (amendments and notifications), reporting (including reporting on results) and payments. The beneficiary(ies) will be required to register in and use the appropriate electronic exchange system to allow for the e-management of the contract. With regard to interim and final reports, the beneficiary(ies) will be expected to use the forms in the electronic system for encoding and submitting the reports.

The electronic management of the contract through the aforementioned system may commence on the date on which implementation of the contract starts, as described in Article 2 above, or at a later date. In the latter case, the contracting authority will inform the beneficiary(ies) in writing that he/they will

be required to use the electronic system for all communications within a maximum period of 3 months.

Article 5 — Contact addresses

- 5.1 Any communication relating to this contract shall be in writing, state the number and title of the action and be sent to the following addresses:

For the contracting authority

Payment requests and attached reports, including requests for changes to bank account arrangements shall be sent to:

Delegation of the European Union in the Republic of Mozambique,

For the attention of Head of Finance and Contracts Section

Avenida Julius Nyerere, N°. 2820,

C.P. 1306 Maputo,

MOZAMBIQUE

Copies of the documents referred to above, and correspondence of any other nature, shall be sent to:

Delegation of the European Union in the Republic of Mozambique,

For the attention of the Head of Cooperation

Avenida Julius Nyerere, N°. 2820,

C.P. 1306 Maputo,

MOZAMBIQUE

For the coordinator

Provincia Autonoma di Trento (PAT)

Piazza Dante, 15,

Trento – Italy

Postal Code: 38122

- 5.2 The expenditure verification(s) referred to in Article 15.7 of Annex II will be carried out by **Angelcom Società Tra Professionisti S.r.l.**, di Sergio Angeli, Via del Travai, n. 46, 38122 Trento (Italy) - mauro.angeli@pec.odctrento.it.

Article 6 — Annexes

- 6.1 The following documents are annexed to these special conditions and form an integral part of the contract:

- Annex I: Description of the action (including the logical framework of the project and the concept note)
- Annex II: General conditions applicable to European Union-financed grant contracts for external actions
- Annex III: Budget for the action (worksheets 1, 2 and 3)
- Annex IV: Procurement rules for beneficiary(ies)
- Annex V: Standard request for payment and financial identification form
- Annex VI: Model narrative and financial report

Annex VII: Terms of reference for an expenditure verification of a European Union financed grant contract for external actions and model report of factual findings

Annex IX: Standard template for transfer of asset ownership

6.2 In the event of a conflict between the provisions of the present special conditions and any annex thereto, the special conditions shall take precedence. In the event of a conflict between the provisions of Annex II and those of the other annexes, those of Annex II shall take precedence.

Article 7 — Other specific conditions applying to the action

7.1 The general conditions in Annex II are supplemented by the following:

7.3 The entity acting as a data controller as provided for in Article 1.3 and 1.4 of the general conditions is:
the head of legal affairs unit of DG International Cooperation and Development.

Done in English in two originals, one original being for the European Commission, and one original being for the beneficiary(ies).

For the beneficiary(ies) ²

Name: **IL DIRIGENTE GENERALE**
- dott. Giovanni Gardelli -
Title:
Signature:
Date: **23 DIC. 2021**

For the contracting authority

Name: Isabel FARIA DE ALMEIDA
Title: Head of Cooperation
Signature:
Date: 16/12/2021

Isabel FARIA DE ALMEIDA
Head of Cooperation

² In accordance with the mandate conferred on the coordinator, (see application form), the coordinator signs this contract also on behalf of the other beneficiaries, who, therefore, do not need to individually sign this contract to become parties to it.



Contracting authority: European Commission

Local Authorities: Partnerships for sustainable cities 2021

Annex A.2 – Grant application form – Full application

Budget line(s): BGUE-B2020-21.020802-C1-DEVCO

Reference:

EuropeAid/171273/DH/ACT/Multi

Number & title of lot	Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa
Title of the action:	Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance (MUDAR)
Name of the lead applicant	Provincia autonoma di Trento
Nationality of the lead applicant ¹	Italian

Dossier No	
(for official use only)	

¹ An organisation's statutes must show that it was established under the national law of the country concerned and that the head office is located in an eligible country. Any organisation established in a different country cannot be considered an eligible local organisation. See the footnotes to the guidelines for the call.

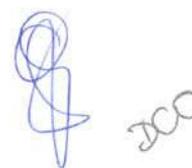
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Full Application Form

1 General information

Reference of the call for proposals	EuropeAid/171273/DH/ACT/Multi
	Lot 1: Partnerships for sustainable cities in Sub-Saharan Africa
Number of the proposal ²	48
Name of the lead applicant	Provincia autonoma di Trento
Title of the action	Mozambique Integrated Urban Development by Actions and Relationships: Empowering Local Governance (MUDAR)
Location of the action	<i>Beira, Sofala, Mozambique</i>
Duration of the action	36 months

² When the contracting authority has evaluated the concept note it informs the lead applicant of the outcome and allocates a proposal number.

Handwritten signature and initials in blue ink, located at the bottom right of the page.

2 The action

2.1 Description of the action

2.1.1 Description

Relevance of MUDAR to the objectives, sectors, themes and priorities of the Call for Proposals.

The project MUDAR aims to promote integrated urban development and better living conditions in Beira (**Overall Objective**). In particular, it aims at **promoting an integrated urban development and an empowered local governance, in order to improve the living conditions of the population of Beira, Mozambique**. In line with the objective of the Call for Proposal, MUDAR will contribute to it by **scaling-up the effective territorial partnership between two Local Authorities (LAs) operating in a bilateral cooperation framework: the Provincia autonoma di Trento (PAT), in Italy, and the Conselho Municipal da Beira (CMB), in Mozambique**. A strengthened cooperation between PAT and CMB will indeed be instrumental to making Beira more inclusive, safe, resilient and sustainable (in line with SDG nr 11) as it will foster the development of new, international means to promote more inclusive urban development for the city of Beira (in line with SDG nr 17). MUDAR will foster the delivery of efficient services for citizens in a greener, more resilient Beira, thanks to **improved capacities of the Conselho Municipal da Beira to apply urban governance methods and principles (outcome 1), adequate urban planning in most underserved neighbourhoods such as Macuti (outcome 2) and support to the digital transition of the Municipality, which will foster job creation (outcome 3)**.

Relevance of MUDAR to the needs and constraints of Beira Municipality in the Mozambican context.

The project will be active in Beira, the capital of the Sofala Province, one of the largest cities in Mozambique (**696,515 inhabitants³**, based on 2020's projections of the 2017 census, migration data, and estimated urban population net growth in 2020: +4.4%⁴). The city is divided into **planned areas** (hosting 45.45% of the urban population), which have better buildings, road networks and services (e.g. sewerage, water and electricity), and **unplanned areas (50.46% of the population)**, with precarious buildings and infrastructures, while the remaining 4.10% live in rural areas. Areas **without an integrated urban development plan** are expanding rapidly, and are more vulnerable to flooding and the impact of adverse events caused by climate change. Social and economic conditions in these areas are more precarious (only 56.9% of Beira population had access to adequate sanitation services in 2015, prior to Idai's devastation⁵). In Beira, with people's livelihood often depending on the informal economy and occasional jobs (40% of households in urban areas depend on informal economy for their subsistence at national level⁶), the impact of Covid-19 containment measures (lockdowns, movement restrictions, etc.), the result of the pandemic on the global logistics and commerce (Beira's major source of income), as well as the consequence of Covid-19 on the health status of the most vulnerable ones (142,123 cases and 1,785 deaths in Mozambique³), have led to an increase in unemployment and the worsening of socio-economic indicators. Due to the destruction caused by the cyclone Idai (in 2019, about 90% of Beira was destroyed or badly damaged with about USD 316 Million and 41 Million respectively in terms of damages and losses) and - to a lesser extent - by Eloise (in January 2021), compounded by the effects of Covid-19, access of Beira population to adequate socio-economic infrastructures has worsened, especially in already vulnerable neighbourhoods⁷. At the same time, Beira Municipality has limited (and decreasing) financial and technical capacities to provide for the needs of these citizens. For instance, **only 43%⁸ of daily-produced waste is managed by the Municipality**. Beira Municipality is governed by the **Conselho Municipal da Beira (CMB)**, which is a relatively young institution established at the end of the 90s (*Lei n° 2/97, Feb. 18th*). After the death of Mayor Simango in February 2021, CMB is undergoing a consolidation process. A long-term development strategy and policy of CMB for further institutional and urban developments was initially articulated in the Masterplan Beira 2035 (*Plano Director Beira Mozambique 2035*), then in a 10-year plan (*Plano Estratégico de Desenvolvimento Municipal da Cidade da Beira - PECB*), currently under revision. However, the Municipality, conscient of the precarious situation characterising Mozambican urban infrastructures, intends to improve the sustainable development of Beira, yet the *Plano de Estrutura Urbana* -an integrated urban development plan that aims at an inclusive spatial organization by guaranteeing access to urbanized and regularized land, and recognizes the right to housing and urban services for all citizens- has only passed the diagnostic stage (with the approval of the *Diagnóstico da situação actual da cidade da Beira* in May 2020, and a final decision on this is not yet in sight in 2021. Indeed, the Municipality still faces several organisational gaps. In particular, in Beira challenging context, where also financial and

³ Instituto Nacional de Estatística (INE), CENSO - Mozambique 2017

⁴ The World Bank Data - 2020

⁵ "Relatório Final Do Inquérito Ao Orçamento Familiar (IOF) 2014/15 (Final Report of the Family Budget Survey 2014/15), in Un-Habitat (The Initiative on Financing for Resilient and Green Urban Global Solutions, FRUGS) (2020)

⁶ Government of Mozambique "Avaliação das Necessidades Pós Desastre (PDNA) após o ciclone tropical IDAI" (2019)

⁷ Ministry of State Administration and Public Service (MAEFP, Relatório da Avaliação Anual de Desempenho do Município da Beira, December 2020)

⁸ Planos de Gestão Integrada de Resíduos Sólidos Urbanos, 2017



technical resources are limited, CMB has **insufficient number of adequately trained human resources**, and the following **gaps** were highlighted during the needs assessment: **1) Weak planning & coordination capacities**, which worsened in recent years⁹. Even though an institutional strengthening process is undergoing, CMB internal processes and procedures are not translated into practice by its departments. Internal and external auditing is not performed, coordination and internal communication among departments and at local level (postos and bairros) happens occasionally. Participatory steps to involve the Beira population in planning are performed with a top-down approach that leave little room for factual participation and accountability, also due to limited awareness of the importance of the process among the population, civil society organisations, and CMB staff themselves. **2) Poor capacities in terms of financial administration**, human resources management, and procurement. Within a framework where the financial resources coming from the Central Government and from Beira's port are diminishing, CMB must operate within tight budget constraints and should be able to achieve equitable results effectively, with limited resources. Lack of the skills thereof is hence hindering adequate service planning and provision. **3) Limited technical skills and knowledge on resilient integrated urban actions that respond to a comprehensive strategy (as one-off short-term interventions are preferred)**. In terms of capacity building, stakeholders expressed their consensus on the need to **further develop** CMB's staff capacities, as it appears that no comprehensive relevant training programme is available for continuous on-the-job training and refreshment of CMB staff, also leading to staff demotivation and turnover (a constant challenge). This will be tackled by an intensive training package based on the concept of Territorial Approach to Local Development (TALD) and built through extensive discussions with CMB and academic/training authorities, and by building a community of practice on integrated urban development with international and mozambican LAs (**WP1, outcome 1**).

In terms of urban planning, CMB's priority is to **improve planning and control of expansion of the unplanned neighbourhoods**, by involving the population in expressing their needs and concerns and provide them with the basic services and thus fulfill their rights to live in a salubrious environment (Rights-Based Approach). In particular, the **Macuti neighbourhood**, a settlement located in a sandy and clayey soil that extends southwards along the coast, with a population of approximately 25,000 (based on 2020's projections of the 2017 census, Beira annual growth, and migration data), is one of the most challenging and representatives of Beira's problematic urban development. It is clearly divided between a planned formal area (richer, urbanised, with primary infrastructures and houses made of conventional material) and an unplanned informal area (poor, characterised by tin shacks arranged without following any kind of planning). The latter lacks drainage, roads, sewage systems and waste management infrastructures and, given its geological and morphological conformation, is particularly affected by the rains and prone to rain water stagnation and flooding (50% of structures was damaged by Idai)¹⁰. The unplanned area is also stressed by the socio-economic development of Beira and is rapidly expanding in terms of population and informal housing, to the detriment of the green areas and of the environmental sustainability of the city itself.

The choice of Macuti was dictated by its strategic location within the city and the previous interventions carried out there by the project partners in recent years, in order to give continuity to the interventions undertaken and to promote the integration of the informal part of the neighbourhood into the formal urban environment. Furthermore, Macuti was proposed by the project partner CMB. This will be tackled by translating the training proposed in Work Package 1 into practice, and by developing an inclusive and sustainable pilot action in the Macuti neighbourhood with a focus on resilience, inclusiveness, sustainability, and also on better living conditions of the inhabitants. (**WP2, outcome 2**). In terms of the **digitisation process**, the government of Mozambique joined the **Digital Economy for Africa (DE4A) Initiative**, and Beira Municipality is taking part to it through other actions, such as the creation of a digital cadaster and digital systems for strengthening land administration, local finance and tax collection. In parallel, the digital transition applied to the solid waste management in the city of Beira, promoted by the project **VIPMOZ**, funded by ENABEL-WeHubit, the International Cooperation Agency of Belgium. The MUDAR proposal is interlinked with the VIPMOZ project on a dual level, that of digitisation and that of the circular economy. MUDAR will facilitate the involvement of CMB technicians and staff already involved in the VIPMOZ project and, for the elaboration of digital innovation, will start from the project's findings, highlighting good practices and components that have been positively received, and from these will develop its own intervention so that it will be, if possible, a follow-up of the work undertaken by CMB.

Nevertheless, even though it is a key priority, the digitisation process is still hindered by limited funds and **poorly equipped offices and lack of digital/IT skills among key staff at CMB**. **The slow path of digitisation is** a major bottleneck not only for urban and institutional development, but also for the regular functioning of various departments and services within CMB, which are poorly equipped and with limited resources to conduct their work. In line with the objective of "mainstreaming digitalisation in development cooperation", as set in the European guidelines reported in the Digital4Development Staff Working Document

⁹ Ministry of State Administration and Public Service (MAEFP, Relatório da Avaliação Anual de Desempenho do Município da Beira, December 2020)

¹⁰ REACH, UNOSAT "Mozambique: Beira City - Macuti - Neighbourhood Damage Assessment - As of 26 March 2019", 2019, available at <https://reliefweb.int/map/mozambique/mozambique-beira-city-macuti-neighbourhood-damage-assessment-26-march-2019> (Latest visit: 23 August 2021)

(D4D), MUDAR helps fostering the transition of the Municipality, by providing not only tools, but also skills and capacities to better administrate the Municipality and to deliver high-quality public services. This will be tackled by supporting the digitisation process of the Conselho Municipal da Beira and fostering public-private partnerships and job creations. For the development of PPPs with local MSMEs MUDAR will collaborate with the Consorzio Associazioni con il Mozambico- CAM and the recent project "Inovação Circular" starting in January 2022; in particular, the project promotes the strengthening of Incubation and Acceleration services in the city of Beira, with a specific focus on the consolidation of MSMEs within the circular and green economy. It will therefore be the concern of the project to promote a connection between the MSMEs under consolidation and the CMB, involving them in the implementation of activities in the Macuti neighbourhood. **(WP3, outcome 3). The project integrates other ongoing initiatives, without duplication.** The close and long term-collaboration with CMB, which helped in shaping this proposal, will guarantee to avoid duplication of efforts and initiatives which are provided by other development partners. MUDAR action is thought to create synergies with other development interventions that will take place in Beira in the coming years, such as VNG's institutional support and Consorzio Associazioni con il Mozambico's "*Limpamos Moçambique: Programa para o fortalecimento da Gestão dos RSU nas Cidades da Beira e Nampula*" programme, funded from the Italian Agency for Cooperation and Development, to which the Outcome 2 is integrated.

The target groups for the project are: (i) city councilors and managers of the *Conselho Municipal da Beira - CMB*; (ii) administrative and technical staff of CMB's Departments (incl. *Vereações de Gestão Urbana e Equipamentos e Meio Ambiente - VGUEMA*); (iii) Micro Small and Medium Enterprises (MSMEs) of circular economy in Beira; (iv) Community Based Organizations; (v) citizens of the Macuti neighbourhood (*Bairro de Macuti*), (vi) trainers of the Instituto de Formação em Administração Pública e Autárquica (IFAPA), (vii) Universidade Zambeze.

City Councilors, Managers of the Conselho Municipal da Beira - CMB, Administratives and all staff of CMB's Departments (incl. Vereações de Gestão Urbana e Equipamentos e Meio Ambiente - VGUEMA) (over 400 total staff, including 108 CMB staff who will be trained): CMB plays the important role of local counterpart of the Provincia Autonoma di Trento in Mozambique. As emerged from the preliminary analysis and the experience of the project partners, CMB is increasingly encountering structural limits dictated by the lack of specific technical-managerial skills and economic resources to ensure operation and coordination between the parties. Despite some recent improvements, during the discussions with CMB while drafting this proposal emerged the need of broadening knowledge and strengthening the technical and organisational capacities of the staff within the various departments and units, in order to: i) avoid staff turnover, with qualified people leaving the institution, ii) improve CMB's capacities to plan and deliver basic services and, iii) ultimately, to contribute to building a more inclusive, equitable and resilient city. Through the delivery of theoretical and practical training activities, through the design and implementation of pilot interventions, and through the support to the digitisation process and job creation, MUDAR will consolidate the institutional building process that CMB has already undertaken and hence contribute to CMB's mission.

Micro Small and Medium Enterprises (MSMEs) of the circular economy in Beira: According to the Business Census conducted by INE in 2016 in Sofala there are **more than 2,300 SMEs**, of which 40% are related to agribusiness. The MSMEs represent in the territory a vehicle for local economic development and are carriers of added value. The Conselho Municipal da Beira has several initiatives in the Beira urban area that promote the creation and formalization of small businesses that deal with the circular economy and offer a service to the community and municipality (especially in the area of Municipal Solid Waste Management). On the one hand, the creation of jobs in the urban area will be promoted by entrusting the realization of the interventions to be carried out within the Project for Macuti (e.g. the arrangement of drainage canals); on the other hand, public-private partnerships between MSMEs and the CMB will be promoted in order to foster job creation. Some services, such as the separate collection of plastic materials and glass, are carried out by informal collectors who work independently. One of the major difficulties for local municipalities is in fact the lack of funds for the promotion of services to citizens and the maintenance of partnerships with private entities for the development and implementation of services: MUDAR team will work and accompany the municipality so that the partnerships created can be lasting and prolonged even after the project.

Community Based Organizations and Citizens of the Macuti neighbourhood (approx. 25.000 inhabitants, in Posto Administrativo Central, Cidade da Beira): they will be involved in the Action at different levels. The project, through the involvement of representatives of local associations and the population of the Macuti neighbourhood (both planned and unplanned area), aims to promote an improvement in the quality of life of people, especially those most vulnerable (women and children), through pilot interventions on Resilience, Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection, in order to create a more inclusive environment, attentive to the often unheeded needs of the population. The community will therefore be given the opportunity, through consultations, interviews and moments of community sharing, to express their needs concerning urban planning, spaces and the quality of life in Macuti. Moreover, the behaviour of many citizens is often the cause of problems of urban decay such as the accumulation of rubbish in areas not designated for it (for instance close to drainage canals), the occupation of unbuildable land, etc; the awareness campaigns will sensitize citizens on environmental issues and urban management, in order to improve individual practices for the collective good.

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Staff and Trainers of Instituto de Formação em Administração Pública e Autárquica (IFAPA-Beira): The *Institutos de Formação em Administração Pública e Autárquica* (IFAPA) are public entities with legal personality and pedagogical, scientific and administrative autonomy, under the supervision of the Ministério da Administração Estatal e Função Pública and Ministério da Economia e Finanças. IFAPAs are responsible for the technical training and capacity building of Mozambique's civil servants and local governments. The Beira-based IFAPA (which is responsible for the training of public administrators in Sofala, Zambezia, Tete, and Manica provinces) employs **33 staff (including 3 in-house trainers)** and has an external pool of over **100 trainers (civil servants, based in Beira and Maputo)**. This team has an efficient organizational and managerial structure that has proven effective in projects funded by EU Member States and in decentralised cooperation. Therefore, the IFAPA-Beira is a key actor to be involved for long term improvement of the capacities of CBM and even other Mozambique LAs. While discussing the training methods with representatives of CMB, the opportunity emerged to strengthen MUDAR by including IFAPA, which expressed its full endorsement. At the same time, IFAPA highlighted the need to strengthen its own training tools and capacities (e.g., increasing the familiarity of IFAPA's trainers with e-learning methods, curriculum updating, etc.). This will be ensured by MUDAR by involving IFAPA as an additional partner, by training their trainers through a ToT scheme and by mentoring their trainers throughout the implementation of the training cycle and through the community of practice. By the end of MUDAR, IFAPA's trainers will have knowledge, capabilities and practical training tools that will increase the impact of IFAPA's training and potentially strengthen its positioning as a training provider for the public service in central Mozambique. IFAPA pedagogical director has been involved in the design of the training activities through online meetings.

Universidade Zambeze: Professors and assistants from Universidade Zambeze will have the opportunity through the proposed activities to collaborate and be part of multidisciplinary teams. They will also be involved in exchanges of good practice with the Università degli Studi di Trento (UNITN) (O2.3). The activities will improve the working methodology and establish a lasting exchange relationship with the Università degli Studi di Trento.

The final beneficiaries of the Action are all staff and representatives of CMB (approx 400 people); all citizens and sectors of Beira, including the private sector (**over 696,000 people**). All the staff of the Municipality benefits from improved internal management and coordination skills that facilitate work and promote integration between the various departments; moreover, in the long run, they can benefit from reinforced expert trainers (IFAPA) capable of reproducing quality training and delivery training to all departments. The population of Beira, and in particular the population dwelling in Macuti (**approx. 25.000**), benefits from the interventions carried out in the neighbourhood and from the quality services offered by the Municipality; as well as from the strengthening of CMB's governance and increased capacity to mitigate marginalization and segregation and favour policies that promote equality and inclusion, especially towards women and children. At the same time, all economic sectors of Beira, especially those linked to the circular economy, benefit from greater competence on the part of the CMB and the possibility of doing business in a more sustainable urban environment.

Other stakeholders identified that can positively or negatively influence the Action include: NGOs working in Beira; the other EU and non- EU member states working in the Province of Sofala; private sector companies in Italy involved in the summer school and exchanges; the Italian Government, and the Mozambican Government. These players can influence the progress of the project. During the design phase, meetings and round tables were held with NGOs working on-site and with possible stakeholders in Italy: a positive picture of participation and a desire for inclusion emerged. Consultations have oriented the planning and improved the quality of the proposal, which integrates with the local context and the real needs of the city.

Intervention logic and coherence of project design.

The overall objective of the project is to promote integrated urban development and better living conditions in Beira. Through the strengthening of the L.A. (CMB), the project wants to ensure better access to services for citizens and promote a "territorial approach" to local development. To achieve the goal, three interconnected outcomes have been identified: a theoretical and formative phase (SO.1) is accompanied by an experimentation in the field to put the acquired notions into practice (SO.2), to which support is integrated in the digital strengthening and job creation to facilitate the implementation of the designed solutions (SO.3). The proposed activities, in fact, although articulated in three Work Packages, are carried out in parallel in order to allow a strong relationship between the components and allow an integration between practice and theory. Among the first planned activities is the signing of a Memorandum of Understanding between the parties (CCI, CMB, IFAPA) (A1.1.2) and the definition and validation, through a participatory approach, of a training curriculum that meets the needs for the CMB (A.1.1.1). This multidisciplinary curriculum will be developed by CCI with the support of the partners (PAT and UNITN) including technical e-learning training modules indispensable for the realization of Outcome 2 and 3. The CMB staff training will be carried out in-presence by trainers of IFAPA (A.1.1.4) who will be previously trained (Training of Trainers) by CCI with e-learning modalities (A.1.1.3). Throughout the process IFAPA will be supported and will benefit from continuous mentoring by CCI the project team. The strengthening of the CMB provides for a strong component of exchange of best practices with the PAT. The creation and development of a community of practice (CoP) represent a key component for the capacity building of the local administrators. The CoP includes several events where habits and experiences are shared among the participants and between participants and external actors: peer-to-peer workshops and visits in Mozambique (A1.2.1), the attendance of a Summer School in Italy



(A1.2.2) with a mixed theoretical and practical approach (trainings and field visits) and the fostering of a professional mutual exchange between Italian and Beira LAs (A1.2.3). It has been planned that all CoP activities should be integrated and connected to the training process throughout the facilitation conducted by IFAPA (A1.2.4) and supported by CCI mentoring activities (A.1.2.5).

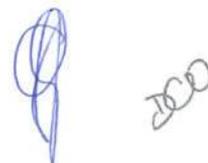
In parallel, activities will be carried out through a participative process, which will allow trainees and CMB staff to put the acquired knowledge into practice and to experiment. The experimentation will take place through the implementation of a pilot project in the Macuti neighbourhood (O.2). First of all, preliminary investigations to frame the national normative field and a field assessment (A.2.1.1) will be carried out to find the necessary data to realise a project proposal coherent with the current planning and normative framework (A.2.1.2). The integrated design foresees the active participation of the CMB staff and the population; the community will be actively involved through the collection of information and feedback to test the validity of the proposal (A.2.1.3). Finally, the draft proposal, elaborated in a participatory way, will be presented in its final version to the whole CMB (A.2.1.4). These activities will lead to the Project of Macuti for a Resilient, Inclusive and Sustainable city (O2.1). The executive projects of the interventions in Macuti (greening, urban regeneration, recycling SW collection) will be realised (A.2.2.2) and then implemented in the neighbourhood through the direct intervention of CMB, local enterprises and citizens (A.2.2.3). At the same time, awareness-raising campaigns will be carried out in the local community on issues such as water and waste to promote good hygiene practices and the aims of the pilot interventions (A.2.2.1), which will be inaugurated during an official ceremony (A2.2.4). Macuti will have new green infrastructures, safe places thanks to urban regeneration interventions and a recycling solid waste collection plan in action (O.2.2). The impact of the interventions and the management capacity of the CMB will be the subject of a comparative study (O.2.3): first of all the ToR will be defined and a multidisciplinary working group will be selected (A.2.3.1), which will be in charge of collecting and analysing data (A.2.3.2) and writing and publishing the study (A.2.3.3).

Theory will be turned into practice also in the field of digitisation; an initial assessment of the capacities and means of the CMB and the population will be carried out (A.3.1.1) on the basis of which a team of experts will develop a new digital solution that supports the CMB in the delivery of services to citizens and responds concretely to the issues addressed in the Project for Macuti (A.3.1.2). The CMB technicians will be trained in the use of the new digital solution that will be tested during the implementation of the interventions in Macuti, in order to be able to use it properly (A.3.1.3); during this period the CMB will receive support and monitoring from the project staff (A.3.1.4). At the end of the trial period the CMB will have at its disposal the new digital solution, which can be used also in other districts (O.3.1). The sustainability of the interventions carried out in Macuti depends crucially on the CMB's ability to create public-private partnerships with micro, small and medium-sized enterprises to implement community services (O.3.2). Events (A.3.2.1) will be organised between CMB and local businesses, in order to create a connection that will lead to the signing of public-private partnerships (A.3.2.2) between the parties for the implementation of services offered within the Project for Macuti. The maintenance of these partnerships over time will be the subject of support by the project team in the search for funds to guarantee their post-project follow-up (A.3.2.3).

This project aims to tackle some of the main institutional constraints which affect the municipality of Beira and hinder its capacity to conduct effective urban planning in line with the vision of the *Masterplan Beira 2035*. The actions envisaged were extensively discussed while drafting this proposal with CMB councilors. They build on the cooperation experience that PAT and its implementing partners created over the years in Beira, and more broadly in the Province of Sofala and Mozambique. These constraints are also highlighted in recent studies which assess the institutional and technical capacities and policies of the municipality, such as the VNG International qualitative assessment (2021) and MAEFP report (2020). Its long-term strategy and vision has secured large investments to build and strengthen major infrastructures mainly in the areas of coastal protection, sewerage, drainage to a lesser extent waste management, thanks to the support of the EU and some of its member countries, as well as other international donors. While the implementation of these major infrastructures will be coordinated by central authorities, such as the *Water and Sanitation Infrastructure Administration (AIAS)* within the Ministry of Infrastructures, CMB will have an important role both in planning and maintaining them after completion. Yet, its financial and technical capacities for effective planning and monitoring are limited, as also highlighted in VNG International assessment. All training will not only strengthen the staff and departments' capacities in their specific area of work, but will stimulate innovative ideas and solutions through a multi-discipline learning curriculum, which will be put into practice through the implementation of a pilot project. This will improve infrastructures and living conditions of the locals, will promote social inclusion and favour the connection between planned and unplanned areas. The interventions will be designed to improve Macuti's response to water-related problems, creating suitable and effective technical solutions, which are integrated by a constant sensitization of the population.

Work Package 1 OUTPUT 1.1 (Council Members, General Directors and technical staff of the Conselho Municipal da Beira (CMB) expand their skills and theoretical-practical knowledge in the fields of inclusive and sustainable Urban Management and Local Governance).

WP1 is articulated in **three blocks** of activities: i) a training of trainers (ToT) by CCI to IFAPA; ii) a training delivered by IFAPA to the Municipality of Beira; iii) a set of experiential and "community of practices"-based activities. The training sessions are organised in 5 cycles; each cycle lasts approximately 4 months: a first e-learning session of 6 weeks for the ToT and a second in-presence session of 9 weeks for the training to the

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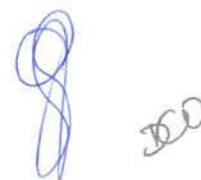
Municipality of Beira and the evaluation of the training. The third block of activity refers to a set of experiential learning activities, i.e. a peer-to-peer exchange among Mozambique LAs in relation to specific topics, the organisation of a Summer School on local governance and development strategies targeted at CMB Department's staff and representatives and an Exchange Programme among Mozambique and Italian LAs to share knowledge and practices. This block also foresees a Facilitator Community of Practices, and the support and mentoring provided by the Training team coordinator & local development officer (CCI) to the Facilitator Community of Practices (IFAPA).

A.1.1.1 Participatory design, customisation and validation of the training curriculum as a continuous learning tool for LAs. A team of the Action for training delivery is composed of the personnel of CCI Team coordinator & local development expert and capacity building expert together with IFAPA capacity building coordinator who lead a needs assessment of the training among the municipality of Beira with the involvement of the Human Resources Department. The team delivers a training program customizing the ToT and the training delivery to the municipality in terms of contents, themes, methodology and timeline. The training program is then validated with the active involvement of the CMB representatives and the HR Department.

A.1.1.2 Signature of Memorandum of Understanding (MoU) between CCI (ChairPerson, Training team coordinator & local development officer and Capacity Building officer), IFAPA (Director and Training Coordinator) and CMB (Major) and definition of a roster of experts for the ToT e-learning video lessons and a pool of trainers who will attend the ToT and subsequently deliver the training to the municipality delegates. The MoUs contents comprises the training overall aims, objectives of the single cycles, adult training methodology to be implemented, mentorship programme from CCI to IFAPA and methodology, deliverables of the training. The programme includes the focal point of the Action with the community of practices activities, pilot project (WP2) and innovative services (WP3).

A.1.1.3 Training of Trainers (ToT) The training is structured on a curriculum based on a theoretical framework useful for connecting local development with local governance. CCI will deliver an e-learning training to a team of IFAPA trainers. It is organised in 15 thematic modules. The modules are distributed in 5 cycles of training sessions of 3 modules each. **Training Curriculum:** 1. Promoting sustainable and inclusive local development: M.1.1. Local sustainable development principles and strategies (from the perspective of TALD approach); M.1.2. Urban Strategic Planning; M.1.3. Strategies and tools for inclusive participation. 2. Tools for action: M.2.1. Project cycle management, monitoring and evaluation approaches & tools; M.2.2. Multi-stakeholders and multi-sectors project management; M.2.3. Public policies writing, implementation & evaluation. 3. Leading and managing people: M.3.1. Leadership and Human Resources Management; M.3.2. Citizenship and inclusive approaches (gender equality, human rights, equal access to services, etc.); M.3.3. Support the resilience of the inhabitants in the specific context of Mozambique. 4. Promoting social economic development: M.4.1. Social and sustainable economic development; M.4.2. Principles of the circular economy to urban development; M.4.3. Creation of job opportunities for youth. 5. Services delivery: M.5.1 Waste Management, M.5.2 Urban Planning; M.5.3 E-Government. For some of the technical components of the training, the CCI foresees the participation of some departments and professors from the Università degli Studi di Trento. **Training Methodology:** Distance working for 6 weeks (2 weeks per thematic module). **Location:** PAT e-learning platform (moodle). **Content per module:** 4 video lessons (with Portuguese subtitles), reading materials, exercises and final test. All the tools and documents will be available as training material for the municipalities to support and integrate the in-presence training provided by the IFAPA trainers (A1.1.4). The material will also remain available after the end of the Action becoming integral part of the permanent training for municipality staff and representatives. **Participants:** IFAPA Training Coordinator and at least 6 IFAPA trainers per cycle.

A.1.1.4 Training delivered from IFAPA to the municipality of Beira. This activity consists in the implementation of the five cycles of training foreseen in the curriculum and one more cycle organized directly from IFAPA as experts in the field of finance and procurement in Mozambique. It is articulated in two different actions: the delivery of the training to the representatives of the Municipality of Beira will be conducted by IFAPA trainers. Training activities will be coordinated by the Training Coordinator of IFAPA. CCI will mentor IFAPA trainers during the delivery of the training. **Organization:** 6 training cycles delivered by IFAPA to the municipality's staff: the 5 that articulate the ToT training plus one. **Contents:** each session includes 3 thematic modules (the same as for TOT plus a sixth training cycle on "Improving Performance" and focused on i. Public Financial Management, ii. Public & Private Partnership, iii. Procurement and Contract management), according to the curriculum. **Participants:** at least 6 in each one of the 18 modules delivered (18 modules *6 participants = minimum 108 participants); at least 18 trainers/facilitators from IFAPA will deliver the training; **Duration:** 3 weeks for each module (1 day every week). Total: 9 weeks for each cycle. **Location:** IFAPA or municipality's facilities. An evaluation will be carried out by the TB at the end of each training cycle. The evaluation will focus on the IFAPA training to the municipality. The evaluation and feedback/feedforward process at the end of each cycle allows for the consolidation of the training proposal. All training activities at municipal level will feed the community of practices with important feedback and experiences, as well as will provide CMB's departments and divisions involved with key skills for the definition and subsequent implementation of the pilot project. This will represent the concrete laboratory where to apply at the best the acquired knowledge. Target groups of the training are directors, heads of office and high profile technicians from the following Beira Municipality Departments: (i) Department of Urban Management (VGUEMA), (ii) Department of Construction, Infrastructure



and Urbanisation, (iii) Mayor Office, (iv) Department of Human and Institutional Development, (v) Department of Municipality Human Resources.

A.1.1.5 Mentoring IFAPA during training implementation. In order to facilitate the delivery of the training to Beira Municipality, CCI training officers will provide distance support/mentoring on the methodological settlement and participatory learning to the IFAPA Training Coordinator and experts in charge of the training. **Contents:** Monitoring of the overall learning process, feedback on activities and methodological support. **Duration:** Front 8hours/cycle = 48 hours in total; Back 16 hours/cycle = 96 hours in total; Back Front=144 hours/total activity.

OUTPUT 1.2 (Community of Practice on territorial sustainable development among CMB, Bairro Macuti and local/international partners are capable and motivated to address common challenges faced at local level)

A.1.2.1 Peer-to-peer exchange among Mozambique LAs in relation to specific topics. Prior to the beginning of the pilot project, 5 people (to be identified) among representatives of Departments of CMB and Universidade Zambeze professors will participate in a first study visit to another municipality in Mozambique with similar actions on waste management and greening aiming at assessing challenges and opportunities and supporting the project design. One of the visits will be organised at the SIRI "Sustainable, Inclusive and Resilient Inhambane" project in Inhambane, funded by the EU and implemented by the Catalan Agency for Development. A workshop will be organized to prepare the visit and foster relationships among the participants. The Facilitator Community of Practices will search for similar initiatives and facilitate the dialogue among the municipalities involved in the exchange programme. A second workshop and study visit will be organized during the second year of the project. Peer-to-peer exchanges aim at creating a mid/long-term relation among LAs in Mozambique on the theme of waste-management, they will help further improve mutual links among the Municipality's representatives and technical officers and will allow the assessment of the implementation of the pilot project on waste management. The Facilitator of Community of Practices will hold the initial workshop fostering the knowledge gained during the training and put it in correspondence to the study visit, gathering the expectations, contents, themes to be seen in the study visit and support the participants to elaborate the experience with the feedback. The facilitator will also foster the communication within the participants and the representatives of the municipalities cases visited.

A.1.2.2 Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives. Intensive capacity building sessions including field visits (service delivery cases), exchanges of experiences, meetings with local administrators. The content of the summer school is linked to the contents of the curriculum and to the pilot projects' reference sectors (waste management). The Training Coordinator and Facilitator Community of Practices will play a role in overseeing the training process and the community of practices exchange and sedimentation of the summer school experience. **Target:** 2 CMB representatives (then involved in the exchange programme with Italian LAs), 6 CMB officers + 2 members of IFAPA (coordinator + facilitator). **Location:** Trento. **Period:** Between the training cycle 2 and the cycle 4. **Duration:** 7 days (5 days of training/visits + 2 days of travelling).

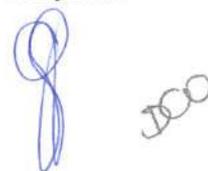
A.1.2.3 Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices. During the first phase of the pilot project, 5 delegates from Italy (i.e. representatives of Provincia Autonoma di Trento, University of Trento, Trento Waste-Management Agency, greening start-up, etc.) and 2 CCI project staff will visit Beira and meet with the LAs in order to foster an exchange programme based on the actual implementation of the activities. Meetings and field visits will enable knowledge and practice sharing regarding waste management and urban planning. **Target:** 5 delegates from Italy. **Location:** Beira. **Period:** Initial phase of the pilot project. **Duration:** 5 days (3 days of visits/workshop + 2 days of travelling).

A.1.2.4 Facilitating the Community of Practices. This process triggers the habit (= practice) of seeing and exchanging experiences and reflections, building the premises for a community of practice built around the pilot project. The Training Coordinator and the Facilitator Community of Practices will support the re-elaboration of the summer schools' experiences; organize the peer-to-peer exchanges and the elaboration of the feedforward and feedback of the study visits; follow the working groups and support methodologically and thematically. With this objective, the Action foresees specific tasks and workload for IFAPA facilitator: organization of meetings with relevant experience in waste management, search the best practices and study cases in other municipalities in Mozambique and foster the queries and answers among similar actors.

A.1.2.5 Mentoring the "community of practices" development process. In order to support the Facilitator of Community of Practices in the role of facilitating the emerging and delivery of the learning outcomes from the practical experiences and in the overall management of the community of practices, CCI training officers will provide IFAPA of a distance support/mentoring for the community's facilitation. **Contents:** Monitoring of the overall learning process, feedback on activities and methodological support. **Duration:** 4 hours mentoring every two months.

Work Package 2: OUTPUT 2.1 (Project for the Macuti neighbourhood for a resilient, inclusive and sustainable city of Beira is timely developed under an integrated and participatory design approach).

A.2.1.1 Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management. The first activity to be carried out in order to execute the integrated design consists of a detailed study of the existing regulatory and physical framework, preparatory to the design of the pilot actions at a neighbourhood scale to be carried out in Macuti, in the city of Beira. As for the regulatory aspect, the objective



is to frame the action in the current national legislation on urban planning and land management and is to integrate it with the contents of the *Plano de Estrutura Urbana* (PEU) currently being approved. The Operational Team (Equipe WP2) will carry out a survey on the local conditions starting from the hydro-geological situation, since water is the main element of danger and obstacle to the development of the area, integrate it with an investigation of the potential to develop elementary infrastructures, also necessary for the improvement of sanitation conditions and in particular for solid waste management, as well as sociality, also through common green spaces, and inclusiveness. The collection and segregation of waste is indeed a major challenge within the unplanned areas due to the scarcity of accessible routes and the practices of the population. The activity will be carried out in two parallel phases: (i) the collection and analysis of policies and programme documents at both urban and national scale in order to have a complete general regulatory framework in which to operate; (ii) the field assessment carried out at neighbourhood scale, to collect both quantitative information, through technical analysis and mapping of existing conditions, and qualitative information, by interviewing the local population, investigating probable discomforts and collecting proposals for improvement. The results of the quantitative investigation and mapping research will be interfaced with the survey in the field in order to frame coherent scenarios. The study foresees the active involvement of the CMB, which will be supported by experts from the Università degli Studi di Trento (responsible for the activity) and the Universidade Zambeze, supported by Junior Field Officers, who will have the task of supporting the local partners in researching and processing the data. CMB technicians from the urban management and planning departments will be involved during the whole analysis and design phase (*Vereação de Gestão Urbana e Equipamento* and *Vereação de Infra-estruturas, Construção e Urbanização*). The activity is configured as a training on the job - with the putting into practice of notions and skills acquired during the training activities (Outcome 1) and is fundamental to have preliminary data to structure the Comparative Study (O.2.3) and to set up the project proposal in a shared way. It is foreseen that UNITN staff will participate remotely (ITA) and carry out on-site missions at least once a year. Weekly, Equipe WP2 will meet online to share progress and coordinate the progress of the work.

A2.1.2 Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti

The activity is a concrete opportunity for CMB managers and technicians to put into practice what they have learned during the training course (O.1) and to carry out an integrated planning project experience at a neighbourhood scale that integrates technical and social issues, public services and good governance with the support of experts who will integrate the theory learned with practice and expertise. The objective of participatory planning is, in fact, to actively involve the departments responsible for the CMB (*Vereação de Gestão Urbana e Equipamento* and *Vereação de Infra-estruturas, Construção e Urbanização*), the representatives of the community and some sample inhabitants (stakeholders) in order to find and configure solutions that will provide a concrete response, albeit in the limited area of a neighborhood to the problems that emerged from the field survey. This, considering the need for inclusiveness, i.e. an intervention aimed at integrating the unplanned area with the planned area, reducing the phenomenon of marginalisation typical of the poorest areas of the city. At the regulatory level, the Municipality of Beira, despite the lack of qualified personnel and technical capacity, is moving to draw up an urban and territorial plan at an autarchical level that can support detailed planning. In fact, the new *Diagnóstico da Situação actual da Cidade da Beira*, produced by the CMB, has recently been published (May 2020) and is the first document to be produced in the process of drafting and approving the new *Plano da Estrutura Urbana* (PEU) of Beira, which is currently being under the evaluation of the CMB. The implementation of the pilot project in Macuti is part of this broader scenario of growth at urban scale and, in the participatory planning of interventions to be implemented, the Technical Board will direct the choices so that they reflect the general municipal choices and are in line with current policies. In *Lei n. 19/2007, Lei de Ordenamento do Território*, and the relative regulations, there are normative references that legitimise the proposed intervention: the project at neighborhood scale can, in fact, be carried out even in the absence of an approved PEU. Of course, this does not preclude the project team to conform the intervention to the broader vision on an urban scale, which provides indications regarding the priorities for the city of Beira. Starting from the water and its management (creation of safe places through canalization systems) as well from an elementary infrastructures network, the integrated design will develop solution and intervention proposals for the provision and proper management of solid urban waste, which will be integrated into the project at the neighborhood scale and the transformation of selected spaces into welcoming and inclusive public places suitable for socialization also through greening interventions (for example the banks of drainage canals). The collection and management of solid urban waste are considered essential to ensure healthy and welcoming social spaces such as squares and city parks, that foster social integration and inclusion, as well as the interaction between planned and unplanned parts of the neighbourhood. The project will consist of a descriptive report and drawings at neighborhood scale. The participatory teamwork allows to further strengthen the technical skills of the CMB staff through practical experimentation, providing a concrete response to the needs of the citizens. The person in charge of the activity is the Università degli Studi di Trento, active involvement of CMB and PAT is foreseen, CCI will supervise the activity and give feedback. The activity foresees the remote participation (ITA) of UNITN staff, who will carry out on-site missions at least once a year. The WP2 equipe meets weekly online to share progress and work on the project in a participatory manner. International MOZ to ITA missions are foreseen for CMB members to visit the Municipality of Trento and participate in design and planning activities in UNITN offices to foster the exchange of expertise and best practices.

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A2.1.3 Collection of information and feedback from the community. The activity is bound to the previous activity of project designing (A2.1.2). The active participation of citizens and public administration is guaranteed throughout the process of field survey, writing and revision of the pilot project. The higher the degree of sharing and acceptance of the project by the CMB and the population itself, the higher the ownership, the duration over time of the intervention and the incorporation of the integrated design methodology into practice. The choice of participatory methods favours the right-based approach and complies with the provisions of *Lei de Ordenamento do Território no. 19/2007*. Article 9 identifies the methods of public participation of citizens, local communities and communities, which are declared fundamental and mandatory for the implementation of new projects. The participatory process will follow certain conventional methods, presented by the law, such as public assemblies and other public consultation methods. Direct surveys will be carried out using interviews and geo-referenced questionnaires to the citizens of the Macuti neighbourhood to collect quantitative and qualitative data on their living conditions in the neighbourhood, their habits, their propensity to change, but also on the geological and flooding risk of some areas of the unplanned part. The activity foresees the distribution of questionnaires (600) and the interview (200) with the inhabitants of the Macuti neighbourhood (at least 50% women), including people with reduced mobility and people with disability, or their recognised representatives (associations, etc.). The active participation of women in the decision-making process ensures planning with an inclusive and gender equality perspective, gives voice to their needs by bringing to light the physical, cultural and social aspects that limit women's rights within the urban space and impair its usability. The inclusion of people with disabilities (or their representatives) in the decision-making process ensures inclusive planning, too. Officers will administer questionnaires and interviews with the community. The team will use the collected data to define the intervention. Public assemblies and meetings with stakeholders will also be held to present, discuss and collect feedback on the project by communities. The activity, by fostering dialogue between CMB and the local community, will also pilot test CMB's capacities to manage, coordinate and involve councils and public hearings. The Trentino model and the experience of the Provincia autonoma di Trento on maintaining social cohesion, management and coordination with local authorities, which operates through the Strategic Mission Unit Coordination of Local Authorities, Territorial and Mountain Policies (UMST), will be presented. Moreover, this activity is closely linked to the training of outcome 1 and is configured as a training on the job - with the implementation of notions and skills acquired during the training. The person in charge of the activity is the Università degli Studi di Trento, the active involvement of CMB and lead applicant PAT is foreseen, CCI will supervise the activity and give feedback. The activity foresees the remote participation (ITA) of UNITN staff, who will carry out on-site missions at least once a year. Weekly the project team meets online to share progress and work on the project in a participatory manner.

A2.1.4 Presentation of the drafts to the Conselho Municipal da Beira. The participatory upscaling process will culminate with a sharing of the preliminary design of the intervention in Macuti at an event attended by the Conselho Municipal da Beira. The active involvement of the CMB staff of the *Vereação de Gestão Urbana e Equipamento and the Vereação de Infra-estruturas, Construção e Urbanização* throughout the project phase guarantees the project's sustainability and ownership. The event will take place in Beira and the CMB managers and councillors will be invited. The responsible of the activity is PAT; it foresees the active involvement of CMB and Università degli Studi di Trento, CCI will supervise the activity and give feedback.

OUTPUT 2.2 (Resilience and safe spaces, Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection interventions are successfully implemented in Macuti within the scope of one pilot-project).

A2.2.1 Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services. Parallel to the implementation of the interventions in Macuti (A.2.2), starting from the second year of the project, the WP2 Equipe, in particular the Junior Field Officers, will be in charge of implementing some awareness-raising campaigns for the population of the neighbourhood (approximately 1500 people). The campaigns will focus on three particularly sensitive issues: water, infrastructures and solid waste. The implementation of improvement measures in Macuti must be accompanied by a change in behaviour on the part of the community. The acquisition of common good practices will help the population to maintain the outputs of the project over time and to gain ownership. The issues addressed will be the importance of proper management of urban waste for the health and well-being of the community and the environment, and the cleaning and maintenance of drainage ditches that are now open dumps. The activities will be closely interlinked with the interventions promoted and target the population of the unplanned neighborhood. Awareness-raising will be carried out through practical activities, using the methodology of learning by doing, and the creation of community groups and committees of active citizens (cidadania activa) in charge of the quality of life and maintenance of spaces will be promoted. The campaigns will be conceived and designed by the WP2 Equipe with the participation of the CMB, which will actively contribute to the definition of the contents related to municipal services. The responsible for the activity is the PAT, nevertheless, CMB and the UNITN will be contributors. CCI supervises and provides feedback to the equipe. As for activities, the remote participation (ITA) of UNITN staff is foreseen, who will carry out on-site missions at least once a year. Monthly WP2 Equipe meets online to share progress and work on the project in a participatory way.

A2.2.2 Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti. The preliminary project elaborated in output 2.1 will be transformed into an executive project containing the detailed definition of the pilot interventions on Resilience,



Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection. The design will be shared and will involve, as in the preliminary phase, CMB technicians from the relevant departments. The area of intervention will be identified and the most appropriate solutions for the site will be studied, going down to a scale of detail appropriate for the design. The team will work to find solutions that reflect the needs and priorities that emerged in the field surveys and from the participatory process. The ultimate aim of the action is reducing both social and gender imbalances and promoting the creation of both social and gender-inclusive places to improve the living conditions of the most vulnerable population and to promote the economic and social inclusion of women and, in a broader sense, of all the population of the unplanned area of the neighbourhood. The executive project will consist of technical drawings and specifications, with construction details, carried out with the support of a Construction Engineer, who with the WP2 equipe will study technical solutions for the maintenance of the interventions. Among the various types of intervention there may be the adaptation of the drainage channels network at neighborhood scale, the creation of green spaces along the channels, the creation of new roads and the draft of a waste collection plan. This action also takes the form of on-the-job training for the technicians of the Municipality, who are called upon to put into practice the theoretical and methodological knowledge acquired (outcome 1) and to integrate the various fields of action, involving independent aspects and departments. The activity will be coordinated with the digitisation team (WP3 team), which will integrate the implementation of the interventions with a digital solution at the service of the CMB (output 3.1). As for the previous activities, PAT is in charge of the activity, while CMB and the University of Trento contribute to the implementation, and CCI supervises and provides feedback. The activity foresees the remote participation (ITA) of UNITN staff, who will carry out on-site missions at least once a year. Weekly, the project team meets online to share progress and work on the project in a participatory manner.

A2.2.3 Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti. The actual implementation of the works will be entrusted to the CMB, which will be responsible for the implementation; the technical offices of the municipality will be constantly supported by the WP2 team that will be present throughout the implementation phase (PAT and UNITN contributors, CCI gives feedback). The works can be done directly by the Municipality or, if considered appropriate, external companies can be contracted following strict and transparent procedures in line with the EU provisions included in the PRAG and internal procurement manuals. For the implementation, it is foreseen the purchase of some heavy vehicles (waste collection truck and a backhoe) as well as the possibility to rent heavy machines in case they are not available internally. The possibility of actively involving citizens voluntarily in carrying out minor works, such as tree planting, will also be explored, to increase ownership of the activities and taking responsibility for maintenance. It should be noted that the project covers all costs related to materials and labour needed to carry out the interventions. Some of the solutions defined in the executive project take the form of construction work and redevelopment of existing spaces, and will be implemented from the first month of implementation (year 2); other actions are more lasting, such as the intervention of urban solid waste collection (approx 500 users) and the maintenance of public green areas. For these last activities, the CMB will sign agreements to establish public-private partnerships with MSMEs that will be responsible for implementation during the project duration (O3.2). CMB will have funds for the purchase of spare parts and the maintenance of the vehicles used in the activities. Throughout the implementation period of the interventions, CMB and project staff will supervise and accompany the activities on the ground. The duration of the activity is planned to be 12 months, so as to allow the implementation of hard activities, but also the implementation of soft activities for a satisfactory period of time for the study and measurement of the impact of the interventions (O2.3). International trips are planned from Mozambique to Italy by some technicians and managers of the CMB to carry out a fact-finding visit to PAT and the city of Trento, selected in 2014 by the Institute of Electrical and Electronic Engineers as one of the 10 cities in the world that can boast the title of smart city (link to O3.1).

A2.2.4 Opening ceremony in Macuti with local authorities and the community. At the end of the second year of the project, an event is organised to inaugurate the new urban regeneration and greening intervention in the Macuti, in the presence of local authorities and the community. The opening ceremony lasts one day and will be organised by project staff. The event will also be attended by a representative member of the PAT. The project covers the costs of the event, which is organised in a participatory way; the invitations to the event, the selection of the date and the modalities of implementation will be discussed with the Conselho Municipal da Beira, which will be able to indicate its preferences and direct the activity according to its standards. PAT is responsible for the activity, CMB and the UNITN contribute to the implementation. CCI supervises and provides feedback.

OUTPUT 2.3 (Project experience related to the Integrated Urban Design Interventions is systematized and disseminated)

A2.3.1 Definition of the objectives, terms of references and set up of a multidisciplinary working group. The activity has the objective of defining the working group that will be in charge of the drafting of the comparative study. The study aims at investigating the impact of the actions implemented in Macuti and the capacities of the CMB in terms of good governance and services delivery to citizens. The multidisciplinary team is composed of 3 members from Universidade Zambeze and 1 from the UNITN. They will be responsible for the collection and analysis of data. The draft of the study objectives, terms of reference, contents and methodology of the study will be defined to be approved and validated by the Technical Board. The action will last 4 months and

weekly meetings will be held on-site (with online participation of UNITN) to define the survey methods and tools to be used. Questionnaires, interviews, forms, etc. necessary to carry out the study will be produced. The study will have to analyse the interventions from a gender and *Rights Based Approach* perspective, assessing how and to what extent the project managed to integrate the concepts of inclusiveness, gender equality, integrated urban development in the community and the neighbourhood. It also assesses how these interventions have been received by the population. The body in charge of the activity is Universidade Zambeze, which will be supported by the UNITN.

A2.3.2 Field research and data collection. Once the terms of reference and contents have been defined, the research and data collection activities will begin. The activity is divided into 3 temporally defined phases: i) before the physical implementation of the Macuti project, ii) during the implementation, iii) at the end of the project. In this way, pre- and post-project data can be collected, and all activities involving the active participation of the community can be investigated and considered. The multidisciplinary team (A2.3.1) will be responsible for collecting field data, which will be organised in digital format (e.g. excel sheets). The research team will be supported on the field by the Junior Field Officers. The collection of data will involve both the population living in the informal unplanned area and in the planned area: the impressions of the citizens of the planned areas will be collected, even if not directly benefiting from the intervention. This involvement is essential to analyse the perception of the intervention at the neighbourhood level and to evaluate the effectiveness of the interventions in terms of inclusiveness and reduction of marginalisation. The activity is supervised by Universidade Zambeze, which will be supported by UNITN.

A2.3.3 Writing and publication of the comparative study by Universidade Zambeze and Università degli Studi di Trento. The research team, in parallel with the data collection, is responsible for the analysis and writing of the *Integrated Urban Design Interventions Study*. The study will be carried out in English and translated into Portuguese and Italian. The members of the multidisciplinary working group (A2.3.1) will participate in the writing. The activity is carried out with the telematic participation of UNITN experts. The study will be reviewed by the Comparative Study Local Team Leader, who will be responsible for approving the final version to be submitted to the Technical Board for final approval. The document will be published (english and portuguese) and subsequently disseminated to the identified stakeholders. Starting from the end of the second year of the project, international trips (Mozambique-Italy) are also planned for Universidade Zambeze to exchange good working and research practices with the UNITN. The Universidade Zambeze is responsible for the activity, supported by the UNITN.

Work Package 3: OUTPUT 3.1 (Innovative digital solutions are in force at the CMB)

A3.1.1 Need Assessment of CMB and population on digitization. To develop this activity PAT will identify a team of experts in the field of digitalisation in developing countries, who will be supported from the very beginning by a Digitalisation and Informatics Coordinator at the head of the Universidade Zambeze: this will be the project team (Equipe WP3) dedicated to digitalization. During the assessment, an analysis will be carried out on the technical capacities and means available to the CMB and on the perception and use of digital tools by the population. Particularly, in view of the existence of a number of studies on the state of ICTs in Mozambique carried out in the past few years, the project team assigned to this output will give priority to desk research as a method for data collection. In addition to the studies, the assessment will cover various documents related to development issues and ICTs: policies, strategies, legislation, institutional reports; literature on innovations, gender and ICTs, and experiences in the field of community ICTs. A significant amount of material can be collected from the Internet. The second assessment instrument will be open interviews, on the one hand with key people in Mozambique's ICT sector, and on the other with users representing Mozambican CBOs at provincial level, as well as a sample of citizens about the current usage of public IT services. The assessment will be carried out from the second month of year 1 of the project and it will last approx. 4 months. PAT is responsible for the activity, Universidade Zambeze contributes to it.

A3.1.2 Development of innovative digital solutions for CMB for the management and delivery of services to citizens according to the findings of the assessment. Based on the results of the assessment and the interventions contained in the project of Macuti (O.2), the project team dedicated to digitalisation will elaborate a first proposal identifying some development possibilities to be shared and discussed with the CMB. The areas of intervention are in line with the priorities the EU stands for digitalisation in international cooperation projects, and these could be: Artificial Intelligence (classification and pattern recognition), Internet of Things - IoT (sensor to produce data or signal events), Cloud Computing (real-time management and workflow optimisation), Data Analytics (discover trends and recalibrate models); all of them should be developed and implemented with high concern of users privacy. The involvement of content managers and technicians of Municipality in every development process can be a decisive factor to create a sense of ownership of the process at the local level, with a tight link to radios and community centers, also for a gender integration. The methodology and the area of intervention in which to include the digital solution will be chosen and agreed upon in a participatory way. The selection will be integrated and connected to the areas of intervention of the pilot project (Greening, Urban regeneration and/or SWM) and, through an APP or SMS service, it will support the implementation and maintenance of the pilot interventions. The new digital solution will be a pilot experience for the CMB, will be user-centred and will be based on the technical capabilities and resources available to the CMB. Similar cases will be researched and studied to maximise the output of the work and minimise the possibility of running into mistakes already experienced elsewhere. Nonetheless, to avoid

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duplications and to integrate the intervention into the wider digitisation process of the Municipality (ex. MOPA), the project team, through the CMB, will be able to get in touch and collaborate with other organisations and international agencies, in order to find synergies with other actions in the digital field. In the light of the preliminary analysis carried out for this project, it is possible to identify areas of intervention: SWM and water. For instance, an increased use of digital technologies is crucial to shifting waste management towards more sustainable materials management; such technologies can improve recycling, facilitating the use of recycles by producers, enabling better purchasing and sorting decisions by consumers, and improving waste sourcing options for recyclers. Advanced digitalisation in WM and treatment is currently mostly in the innovation phase, and digital technologies can be found in all steps of the WM process; moreover, a digital transformation of the sector should be aligned with plans to make greater use of digital technologies in the development of a circular economy. The design of the digital solution will occur before the implementation of the Project for Macuti and all development costs will be covered by the project. In addition, all expenses linked to the IT equipment for the CMB are included in the budget, to allow the Municipality to implement and manage the pilot digital system and to avoid the problem of lack of instruments. An instruction manual for the use and management of the digital solution will be provided to CMB. PAT is responsible for the activity, Universidade Zambeze contributes to it. Support missions by a PAT expert on site are foreseen.

A3.1.3 Specific technical training sessions for CMB staff on the use and maintenance of the new digital solution. Training recipients within the CMB will be selected according to the type of digital solution developed. To mitigate the effect of the staff turnover and dropout, there will be careful selection of a sufficient number of people, in order to allow controlled management of the solution and to ensure continuity of work. The selected staff (at least 30% women) should have a minimum level of digital and basic computer skills. A pre-training test will be conducted to set the level of training. The training will be delivered on-site and occasionally by remote e-learning. The Universidade Zambeze, in particular professors and technicians of the *Centro de Tecnologias de Informação e Comunicação - CTIC*, will perform the training activities, which will be held within the CMB facility, by using the IT equipment (ex: laptops) made available by the project. The ultimate aim of the training is to enable the implementation and maintenance of the digital solution. The timing of the training will be agreed upon with the CMB. The training consists of 1 module of at least 8 hours on general digital skills and 1 module of at least 16 hours on the use and maintenance of the software (incl. App and data management). The modules can be distributed over a period of several days and each session will be followed by a Q&A dedicated time. At the end of the course, a test will be submitted to the participants to assess the skills acquired. Universidade Zambeze is responsible for this activity, PAT is a contributor.

A3.1.4 Implementation, support and monitoring of the digital solution in the Macuti neighbourhood. Two more phases will follow the design and development parts: firstly, the digital solution will be installed on premise or in cloud (SaaS) depending on the context constraints. The project covers the costs of the hardware required for installation in CMB's office including devices to be installed on the field. Then, it will be tested and monitored on a restricted number of users selected within CMB staff and project staff. Secondly, the solution will "go live" and be tested on a larger scale in the Macuti neighbourhood within the pilot project intervention. Coordination with CMB will be crucial to extend and promote the innovative digital solution among Macuti and its inhabitants. Dedicated oversights will take place by the project staff in all phases, aimed to further tuning of the digital solution. At the end of the intervention a questionnaire on the use and satisfaction will be submitted to Macuti population and CMB staff involved in the pilot project. Local IT Business or Start-up may be used for implementation. Universidade Zambeze is responsible for the activity, PAT is a contributor.

OUTPUT 3.2 (Local government and private sector partnerships and other initiatives related to the innovation and job creation are fostered)

A3.2.1 Organization of events and meetings between CMB and local MSMEs to create public-private partnerships. The Operational Team carries out a field analysis and a market survey in order to identify possible MSMEs, formal and informal, potentially interested and suitable for the implementation of services included in the Project of Macuti. The selection is made through a participatory process involving CMB, including at the neighborhood level. Once a first selection is made, the OT will contact the "selected" MSMEs and facilitate meetings with CMB with a view to facilitate the creation of public-private partnerships. Possible partnerships will be analysed and proposed to the Mayor. Meetings can take place at the project office or in the municipal offices. The MSMEs will be informed about the type of work required and will be provided with details of the interventions in order to reach an agreement between the parties for the implementation of the activities. The project will cover the costs of the services offered through PPP for the duration of the project. On the basis of the findings and MSMEs identified, several companies can be selected to carry out the activities, as is the case for waste sorting, which is often carried out by small groups of people or even by individual self-employed persons. The participation of civil society organisations will be facilitated in order to foster an active involvement of the community in the care and maintenance of urban spaces. PAT is responsible for the implementation of the activities, CMB and Universidade Zambeze and CCI (A1.1.3, A1.1.4) contribute to the implementation.

A3.2.2 Signature of agreements for innovative services offered by the SMEs within the project in favour of CMB. Once the selection of MSMEs has been made, agreements for the creation of PPPs between CMB and MSMEs will be signed. The agreements will identify the commitments between the parties, the obligations, the purpose and duration of the partnership, the methodology and frequency of activities and the results to be achieved. The remuneration and method of payment for the service rendered shall be specified. Partnerships

will be signed by the parties (MSMEs and the Mayor of Beira). MSMEs will be provided with the necessary equipment to carry out the tasks within the Macuti Project. Despite the PPPs between MSMEs and CMB, the project will take in consideration those informal workers whose income comes from waste management activities (such as plastic collection). In tight collaboration with Inovação Circular, the project will promote the involvement of the informal workers within the proposed activities and will encourage the migration to a more formal income: an example is the start-up Green Collection, born within the Zambeze University Incubator that puts together plastic collectors in order to collect and recycle plastic bottles. In addition, the CMB will have funds available for the purchase of equipment necessary for the implementation of maintenance activities. The activity will lead to the creation of new jobs in the circular economy. PAT is responsible for the activity, CMB contributes and actively participates in the implementation, CCI (Activities 1.1.3, 1.1.4) will contribute.

A3.2.3 Accompanying the Municipality in its search for funds to maintain the activities of the pilot project and the new public/private partnerships. This activity is carried out by the operational team dedicated to the creation and maintenance of PPPs. In parallel with the implementation of the services granted in the Macuti district, the team will support the CMB in consolidating services to the population. The economic sustainability of the PPPs is crucial for maintaining the services in the long term. The activity includes a study of the current situation and of the local and international context to find solutions that allow the maintenance of the services: internal possibilities of management of the available funds will be analysed as well as the search for external funds that facilitate the renewal of the PPPs. The activity consists in the continuous internal and external search for funding possibilities, as well as the exchange of best practices between PAT and CMB on this matter. PAT is responsible for the implementation of the activity, CMB and Universidade Zambeze contribute to the implementation.

The proposed Action stems from previous knowledge of the situation in the Province of Sofala and Beira, on the part of the project partners, who have had other opportunities to collaborate. During the writing, participatory meetings were held between the partners to define activities and results. In addition, some studies by CSO and other national and international bodies have been useful in defining the Action: *Preparação e Implementação de um Estudo Institucional para Analisar o Fortalecimento do Serviço Autônomo de Saneamento da Beira (SASB)*, Republic of Mozambique, Nov 2019; *Qualitative Assessment of the Beira Municipal Organisation*, VNG International, Jan 2016 and July 2021; *Relatório da Avaliação Anual de Desempenho do Município da Beira 2020*, Ministério da Administração Estatal e Função Pública, Dec 2020; *Beira – Municipal Recovery and Resilience Plan. A Roadmap to Building Beira Back Better*, Volume 1. CMB. May 2019; *Plano Director Beira Mozambique 2035*, Deltares, Nov 2013; *Plano de Gestão Integrada de Resíduos Sólidos Urbanos da Cidade da Beira*, CMB, 2018. During the elaboration of the full proposal, a more in-depth analysis was carried out with project partners about the state of the art of urban planning in Beira, thus finalising the legal and procedural framework of the Project for Macuti.

Some changes have been made from the CN. At the CN stage, it was foreseen that a training institution would have been identified during the implementation of the project, in order to adapt the training curriculum to the Mozambican context. During the FA design, the Instituto de Formação em Administração Pública e Autárquica (IFAPA) of Beira was identified as a suitable institution to contribute to the training. IFAPA was therefore added as a co-applicant, given its role in the FA design and its relevance in the implementation. IFAPA's key role in the training activities is complemented by the participation of the Universities of Trento and Zambeze, which provide important support for the technical components, especially with regard to the implementation of the second and third pillars in the Macuti area. Concerning the digitization component, following the investigations carried out during the writing process with partners and experts, it was decided that the new digital tool will be agreed on the basis of the findings of the initial assessments in order to adapt it to the needs of the intervention in Macuti by creating a user-centred tool.

The participation of 1 person belonging to PAT and of 1 of the Local Authority CMB in the Coordination Committee meeting in Brussels was also included in the budget. Specifically, the Italian representative will travel annually (3 times in the project period), the Mozambican representative will attend twice. The budget includes also 8 institutional flights to Maputo to meet the European Delegation in Mozambique

2.1.2 Methodology

Creation and strengthening of the ownership by beneficiaries and other diverse target-groups take place in various ways throughout project implementation. In the initial phase, also to generate a change of practice and approach, the planning of the activities is co-participated and shared with all the national and international partners and the target groups of the project: participants will be involved above all in the definition phases of the training themes and the integrated planning of the Project of Macuti and in the digitisation process that accompanies and integrates the pathway of the pilot project. Project activities aim to strengthen not only partnership between territories, but also the specific leadership of CMB, which becomes an active player in the inclusive development of the city, taking on board the project objectives and thus maximising the development possibilities and the quality of the services provided. The Action is characterised by constant exchange of best practices among participants and encourages the creation of lasting networks between Mozambican and Italian entities. The creation of ownership and sustainability concerning the project objectives will take place through an integrated methodology with theoretical and practical learning of skills. Human Rights



and Gender Equality are mainstream in the Action and access to the decision-making process as well as participation will be safeguarded and encouraged throughout the duration of the project. Gender, Inclusion and Equal Rights will be transversal subjects during the training at CMB, which will acquire the skills to develop inclusive interventions and policies in the territory of Beira.

The project, given its complexity and the great involvement of experts in various fields, requires a continuous and structured presence on-site in Beira. It is planned to rent a project office in Beira for the entire duration of the Action and to purchase specific equipment and services to carry out the activities: office furniture, Desktop PC, laptop for project personnel (incl. CMB staff), monitor, printers, GPS, communication and visibility tools. The following equipment is also foreseen: waste collection truck (as well as spare parts for maintenance and fuels) and a backhoe for the CMB to implement the interventions in Macuti; tools for the greening and maintenance of intervention in Macuti; seedlings and other materials for urban greening and urban regeneration (including urban furniture); material for urban waste management, rental of heavy machinery for the realisation of the intervention, materials/prints for awareness raising campaigns, workshops and field assessment. Local logistics is also very important: project means of transportation will be made available to project staff, which is mostly local, to enable internal travel and allow the numerous activities to be carried out in parallel. As to guarantee contamination of good practices, the Action foresees numerous international flights; also, flights will be covered to guarantee the presence of international staff in Beira and the participation in the Summer School (CMB staff); in addition to the travel costs the project covers insurances, VISAs, *per diem* and transport in Mozambique and EU. The project also covers the costs of interpretation and translation services necessary for the implementation of the exchange activities. Internal travel costs for field visits to other Mozambican municipalities by CMB representatives and project staff are also guaranteed. For the pilot project in Macuti, the Action covers the costs of public events to facilitate citizen participation in integrated planning. It covers the costs of the implementation of the on-site interventions (greening, urban regeneration, solid waste collection) and their maintenance for the duration of the project. The project covers the costs of IT system design and equipment for digital innovative solution implementation (IT, power generator and stabilizer), software development, implementation and support. An Integrated Urban Design Interventions study will be produced and published.

This Action perfectly fits with ongoing activities and strategies defined by CMB and builds on the institutional achievements of the last few years. In particular, the last city administrations have been trying to develop the city following the vision of the Master Plan 2035. In addition to the realization of major infrastructures such as roads and primary drainage systems, with the support of international donors, CMB has been trying to strengthen its land administration system and its urban planning capacities with the support of the Dutch government. Indeed, over the last few years, the implementation of the Governance of Inclusive Green Growth in Cities project (DEALS) and Beira Land Administration System Project (BLAS) led to the creation of a digital cadastre and strengthened the urbanisation department with proper equipment and training of its staff. In parallel, PMM's and CAM's programme "Limpamos Moçambique: Programa para o fortalecimento da Gestão dos RSU nas Cidades da Beira e Nampula" which among others is financed by the Italian Agency for Development Cooperation and PAT, has been contributing to the implementation of Beira's waste management plan which was adopted in 2019. The activities envisaged with this project comes in continuity with these interventions. In order to avoid duplications of efforts, the project was defined together with CMB's senior and technical officials and aims to build on the recent progress and tackle existing constraints. Indeed, CMB has limited technical capacities and resources in conducting sustainable urban planning, which result in the lack of specific projects at neighbourhood level and a total lack of an integrated and participatory approach. The necessity of facilitating a dialogue between the various departments involved in sustainable urban planning was highlighted during the discussions with various stakeholders. Moreover, the development of human resources through management and technical training will make CMB more prepared to plan, implement and maintain major urban infrastructures that will be implemented in the coming years, which are supposed to make Beira more resilient to climate change impacts.

Provincia autonoma di Trento has been present in Mozambique since 2000 and over the years has implemented a large number of projects, concentrating its efforts mainly in the Caia/Sofala region, with progressive initiatives in other areas as well. Since 2000, PAT has invested in Sofala approx. 17,000,000.00 EUR in projects concerning the social, education, economic development, health, education and environment sectors. Projects that have been locally carried out by well structured implementing partners. In these interventions, PAT has always favored forms of territorial partnership in which a wide range of local institutions and authorities as well as non-state-actors play a leading role, with the direct coordination of the PAT Development Cooperation Office and, in some cases, through qualified entities such as CAM (Consorzio Associazioni con il Mozambico) and local CBOs and hospitals. In recent years PAT has been specializing in actions able to promote the growth of local communities aware and able to govern themselves, through the strengthening of competencies, through activities of institutional capacity building towards decentralization processes. Within the "Local Authorities: Partnerships for sustainable cities" programme, in 2020 PAT has activated a EU decentralized cooperation project in Libya, called "Research and Education Building Urban Institutions for Local Development (REBUILD)", based on a mechanism of continuous training provided by Libyan universities to Libyan municipalities and a community of practice. Furthermore, at the level of digitisation, the project has a potential synergy with the VIPMOZ project, funded by ENABEL the Belgian

cooperation, which foresees the introduction of ICT systems in waste management for the CMB and is currently being implemented. The participatory design of the Macuti pilot project will start and will be part of the broader design of the city of Beira ("*Diagnóstico da situação actual da cidade da Beira*", CMB and Mozambican Ministério da Terra e Ambiente - May 2020 and, under evaluation, the new *Plano de Estrutura Urbana* of Beira). The project adopts and adopts the principles contained in the document A rights-based approach, encompassing all human rights for eu development cooperation - EU.

At the MUDAR governance level, a **Steering Committee (SC)** will be created; the committee takes strategic decisions and guidelines regarding the project; it meets once a year, except for emergencies. SC members are representatives of the partners with decision-making power over the project. During implementation, SC works to increase sustainability of the training process and tackle particular issues from an institutional perspective: 1. the official recognition and validation of the curriculum; 2. the financial feasibility of its implementation; 3. the institutional framework for its long-term execution; 4. the linkages with career development of municipal staff. In terms of governance of the Action, the SC approves and monitors the Annual Working Plans proposed by the Technical Board. Duration: meetings last 1 day and can therefore be held online due to the geographical location of the partners (Italy - Mozambique). Participants 10 members: 8 members, representing all partners (2 members of PAT, 2 CMB, 1 CCI, 1 UNITN, 1 Universidade Zambeze, 1 IFAPA) + 2 EU Delegation members.

Technical Board (TB). TB is the technical body coordinating project implementation, in close collaboration with the Project Manager, and reporting to the SC. It meets every 4 months (with meetings online). In terms of project governance, the TB will present the Annual Working Plans to the SC for approval and will have a key role in M&E. The Technical Board is indeed key for the external evaluation of the Action: it defines TOR, facilitates implementation, collects the recommendations and proposes to the SC how to adapt the project to new circumstances (*see further*). Duration: on-line meetings last 1 day. Participants: 11 members, 2 members of PAT, 3 CMB, 2 CCI, 2 IFAPA, 1 Università degli Studi di Trento, and 1 Universidade Zambeze.

Focal member of the Technical Board will be the **Project Desk Officer (PDO)**, which is PAT staff and based in Trento as full time equivalent. PDO will facilitate the smooth implementation of the overall project and monitor the achievement of the outputs, reporting to the SC. Her/his tasks will include: the coordination among the co-applicants; communication and reporting to the main donor; coordination among project WPs; supervision of the compliance of partners and subcontractors with their obligations, the level of engagement of stakeholders and the impact of the proposed activities on the final target groups; supervision of all tendering, subcontracting and grant procedures; elaboration of periodical reports requested by the donor and all financial information and adjustments requested by the Steering Committee.

In Mozambique, the Project Desk Officer's main contact is the **Project Manager**, expat based in Beira, who acts as a link between the local realities, participates in the selection of local staff and coordinates their work on the spot, follows the practices of identifying suppliers, is responsible for contracting and accounting for local accounts. The PM works in close liaison with the PDO, of whom he/she is the operational arm on site. The PM is supported by a full time expatriate **Junior Project Officer** in the management and monitoring of activities. Two offices will be created: a project office for general management and an office within CMB.

The management team will be accompanied and supported by:

(i) Administration team: in Italy, the team is composed of an **Administrator (1)**, based in Trento PAT offices and dedicated to the Action for a 25% of a FTE. In Beira: a **Head of Administration (1)** full time expatriate with at least 5 years of experience in project administration, accounting and administrative management; responsible for monitoring the progress of project expenditure and preparing the necessary documentation for reporting and supported by a **Local Administrator (1)** manages the administrative and accounting aspects of local human resources. **Accountants (2)** with experience in accounting and reporting, at least 3 years' experience. Accountants will be dislocated in project (1) office and in CMB (1).

(ii) Communication and Visibility team: **Communication Manager (1)** and **Web Designer and Content Manager (1)** (both in Italy), CCI team members together dedicated to the action for 14/36 months in total, supported by a **Communication Officer (1)** (based in Beira). All experienced in communication and visibility of projects, they are responsible for the implementation of the Visibility & Communication Plan (website and social media contents, collecting material, interviews, photographs, developing contents, etc.). **(iii) Local Support team:** **Logistics Officer (1)** and **Driver (1)**, **Office Cleaner (1)** and **Office Security Guards (3)**.

As to fully realize the strong local presence required by the action and given the complexity in carrying out administrative and logistical procedures directly in Beira, also in order to maximize the full and precise achievement of the results by involving a large number of local experts and personnel, the Action envisages the possibility of making use of the external support of one or more implementers, with experience in international cooperation in Mozambique. This will involve the identification, through appropriate competitive procedures in accordance with the law, of an entity and/or organization to deal with what cannot be managed from Europe, with particular reference, but not limited, to: (i) transfer of funds to different local entities; (ii) support in recruiting and managing project staff *in loco*; (iii) booking and purchase of tickets for travel to/from Mozambique, booking and payment of hotels, purchase of visas, insurance, etc.; (iv) supporting the procedures

for the purchase of local equipment; assisting in the purchase of local equipment and payments to local contractors for civil works where and when necessary.

At the operational level, a team will be set up based in Beira, the project headquarters. The **(iv) Operational team** will be divided into 3 teams (one per WP): **Project Coordinator (1)**: transversal figure in charge of coordinating activities in the field and coordinating the 3 result teams - full time; supported by **Junior Field Officers (2)**: field technicians with experience in data collection and planning/green/waste management - full time. **Technical Assistance Expert (1)**: part-time 50% in Italy, technical assistance to CMB, expert in technical assistance in developing contexts, mainly focused on O.2 and O.3

Equipe WP1: Beira-based: Training Coordinator (1), member of IFAPA's team, a Mozambican training expert, with relevant experience in coordinating training activities for the public administration in Mozambique. In charge of coordinating all training activities in Beira and providing insight on the training content & methodology; **Facilitator Community of Practices (1)**: member of IFAPA's team, with relevant experience in knowledge management and TALD approach (or similar). In charge of coordinating all activities related to the Community of Practice in Mozambique. **Trainers**: experts of the IFAPA roster of trainers, specialized in fields of the training curriculum topics (i.e: social and economic development, project cycle management, finance and procurement in Mozambique). Trento-based: **Training Team coordinator & local development officer (1)**: a CCI team member dedicated to the action for 30/36 months, mid-level professional with experience and knowledge of issues related to sustainable local development, integrated planning and territorial approach to development, Portuguese proficiency - will be in charge of coordinating and managing the training and mentoring component the Community of Practice components of the project. S/he supports the Project Desk Officer (PDO), coordinates with the partners and stakeholders and reports directly to PDO, Technical Board and Steering Committee; **E-learning officer (1)**: a CCI team member dedicated to the action for 14/36 months, international professional with oversees the design, implementation and subsequent management of e-learning activities involving IFAPA and CMB (platform management, courses contents, on-line examinations, management of on-line forum). **Capacity Building officer (1)**: a CCI team member dedicated to the action for 19/36 months international professional, with a senior- experience in training design, training needs assessments, training evaluation, balance of competences, capability to manage capacity building programmes and mentoring. Responsible for the coordination and supervision of the capacity building activities included in the project, linkages among capacity building components of the WPs.

Equipe WP2: Integrated Urban Design Coordinator (1): member UNITN, is responsible for the implementation and coordination of the Macuti Project, has experience in urban planning in developing contexts, trained as an engineer/architect - full time ITA; **Pilot Project Coordinator (1)**: is the coordinator of the activities to be carried out under WP2 regarding the design and implementation of the Macuti project, has experience in the field, trained in urban planning/engineering - full time; **Construction Engineer (1)**: supports the preliminary, executive design and implementation phase of interventions, with experience in the field of design and implementation of interventions (preferably in the water and green sectors) - full time; **Urban Design technicians (2)**: CMB members actively participate in the design and implementation of the intervention in Macuti, technical figures are part of the urban management and planning departments - part time 50% local; **Comparative Study Local Team Leader (1)**: member Universidade Zambeze, is in charge of coordinating the research team and is responsible for writing the comparative study on Macuti - full time local; **Comparative Study Researchers (2)**: members Universidade Zambeze, support the Team leader in collecting data in the field and writing the study - full time LOCAL.

Equipe WP3: Digitization and IT Coordinator (1) is a member of Universidade Zambeze, coordinates activities on digitisation, and has IT training. is in charge of training and data collection and monitoring in the field - part time LOCAL; **PPP Local Coordinator (1)** with experience in the economic field and knowledge of Beira, organises meetings and carries out field analyses - full time.

Provincia autonoma di Trento, **PAT**, as **Lead Applicant**, will maintain overall responsibility over the action, core management and successful implementation of activities and will be responsible vis-à-vis the Donor for the success of the Action. PAT intends to implement the MUDAR project through the **International Cooperation Centre/Centro per la Cooperazione Internazionale (CCI) - Affiliated Entity**. CCI was co-founded by PAT and two local municipalities (Trento and Rovereto) in 2008, the University of Trento is part of the CCI board. The CCI is specialized in strengthening the capacities of LAs and CSOs through multidisciplinary decentralized programmes, training activities and capacity building.

Conselho Municipal da Beira - CMB - Co-Applicant. The Municipality of Beira is the main target and addressee of the Action, as it is the Lead Applicant's reference Local Authority for all activities.

Università degli Studi di Trento - Co-Applicant. For some technical components of the training, the participation of some departments and professors of the Università degli Studi di Trento is foreseen, especially regarding the implementation of the second and third pillars in the Macuti area.

Instituto de Formação em Administração Pública e Autárquica (IFAPA) - Co-Applicant. IFAPA is the public body operating under the supervision of the Ministério da Administração Estatal e Função Pública and the Ministério da Economia e Finanças, responsible for training and capacity building of civil servants and local governments. IFAPA is therefore the key actor in actions to improve the capacities of CBM representatives. In MUDAR, specific training of trainers is provided by PAT/CCI on the project topics to IFAPA trainers, who will

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be equipped with better practical training tools.

Universidade Zambeze - Co-Applicant. Professors and assistants from Universidade Zambeze will be part of the teams in charge of the Macuti pilot project and, also through exchanges of good practices with the Università degli Studi di Trento, will improve the working methodology, establishing a lasting exchange relationship with the Italian University.

Internal monitoring is carried out by the Technical Board of the Consortium which is responsible for the definition of the detailed monitoring plan at the beginning of the project. The detailed Result-Oriented Monitoring Plan (monitoring Plan) is then submitted and discussed with the Steering Committee, which is responsible for its final approval (in coordination with the Donor's programme manager, as need be). PAT, as Lead Applicant, will lead the regular monitoring of the overall performance of the project and check the quality of the reports submitted to the Contracting Authority. The person responsible for the implementation of the monitoring plan is the PDO, who will coordinate the partners. The PM (based in Mozambique, Beira) refers to the PDO for the activities in Mozambique and will be supported by the administrative and operational teams in this task (including consolidation reports and data sets). Each co-applicant and technical partner will collect data on implemented activities, enriched with feedback from participants/beneficiaries and they will submit these reports to the PM. Internal monitoring is carried out according to the indicators proposed in the logical framework at the level of the specific objective, results and outputs, and to the sources and means of verification indicated. The purpose of internal monitoring is to:

- Observe the control of the correct use of human, technical and financial resources;
- Verify the correct implementation of activities in relation to the planned outputs and the implementation schedule, as well as the direct results, through the analysis of quantitative/qualitative information;
- Define recommendations based on factual data to undertake possible corrective measures of the project, which will be the subject of amendments discussed with the contracting authority;
- Engage in an ongoing verification and learning process that will strengthen the analytical capacity of the CMB staff who will be involved in data collection and analysis. In particular, this will be relevant in the development, subministration, and analysis of the Governance tools' checklist (see outcome 1). The checklist will serve as bases for a quantitative and qualitative analysis of the dimensions of governance capacities at urban (municipal) level. It will be developed by the TB and it will be based on the current international practices for governance analysis (UNDP indicators, etc).
- Develop and share best practices regarding urban development, applicable in other municipalities and similar contexts (see Dissemination Plan).

The internal monitoring process will result in the production of the following reports: (i) quarterly technical reports (on output level indicators), including an update on expenditures made and planned; (ii) *ad-hoc* technical documents, such as reports from the comparative study and the community of practice; (iii) activity reports (including indicators at outcome level) and financial reports (annually).

Three internal monitoring missions by PAT headquarters will take place. In addition to internal monitoring the project includes an external mid-term and final evaluation.

Mid-term and Final external evaluation. Two external evaluations are planned to ensure that the Action is running smoothly, to make any necessary readjustments during the implementation of the Action and to move, at the end of the Action, toward the follow-up phase. External evaluations will be linked with internal M&E Plan as described above, in order to get information from it and feed it from an external point of view. The first evaluation will be carried out at mid-term, when most of the activities will have begun, to allow for reorientation of activities if needed. The second evaluation will be carried out at the end of the Action in order to capitalise knowledge and experience, evaluate its final performance as per Logframe indicators, as well as its foreseen impact on the integrated urban development and empowerment of local governance capacities of Conselho Municipal da Beira - CMB (Mozambique), and its contribution to improving the living conditions of Beira population. This will allow CMB and PAT to identify perspectives for future collaboration.

The final evaluation will analyse project indicators, results through the use of primary and secondary sources (i.e., project data sets, interviews with beneficiaries and stakeholders, etc.). PAT will identify, through a proper selection, the external evaluator, who will be chosen among the proposals received by an internal committee composed of the project partners. The consultant's offer shall include: CV of the applicant, a Technical Offer (Methodology), and a Financial Offer. It will be available for the evaluation of the *Integrated Urban Design Interventions Study* carried out within the project. The mid-evaluation will produce recommendations to improve the quality of the implementation methodology and will be based on the criteria of relevance, efficiency, effectiveness and sustainability. In order to achieve this objective, Results Oriented Monitoring (ROM) evaluation criteria will be used, with the necessary adjustments taking into account the specificities of the project and the expected timeframe. It will provide useful indications to redefine or improve the working methodology, suggest modifications and weak points for future follow-up actions. The final evaluation will verify the objective achieved in terms of qualitative and quantitative data, analyse the sustainability and elements of the impact of the Action, the relations between the parties and with the final beneficiaries at the end of the 36 months.

MUDAR Communication and Visibility Plan (C&V) will be defined by the Communication Team as per the EU Visibility Guidelines for External Actions, in coordination with the EU Delegation Press and Communication Officer in Mozambique, by the first semester of the project during the 1st meeting of the Steering Committee,

according to the budget presented in Annex B. Its implementation will run until the end of the Action. The C&V Plan is aimed at **external audiences** (both general and the technical/specialized public) and at the **internal audience** (Members of the consortium, EU Delegation representatives). It will be accompanied by a detailed Dissemination Plan (see farther). The C&V Plan will be implemented in presence (in Mozambique and in the EU/Italy), as well as on-line. Its **objectives** are three-fold: 1) to inform about the project and the use of funds (accountability), 2) raise **awareness** and empathy, and **promote** the outcomes of the project, and 3) to **expand** the partnership's network through constant communication with national and international stakeholders.

The key messages will be adapted according to the audience and to the objective that the message/medium intends to pursue. For instance, key messages to be delivered will be: 1) EU/Consortium/Partners' commitment and prominent role in promoting a sustainable future in Mozambique through integrated urban planning against the effects of climate change, 2) International territorial partnerships are important to unite the efforts towards a more sustainable future, in line with the SDGs, 3) The effects of climate change need a global response, which can start from urban planning. The target audiences of the C&V Plan include: general public (local population and communities in the cities of Beira and Trento, as well as regional and national population), project stakeholders of the project (international and national political representatives/authorities and donors, INGOs, CBOs, informal authorities), journalists and media officers in Italy and in Mozambique.

The foreseen outputs of the C&V Plan are: (i) 1 website and updated landing page of the project, (ii) 2 events in Mozambique (kick-off meeting and closing event) with about 50 participants each; (iii) 2 events in the EU (Italy or others countries); (iv) 4 multimedia products and tools developed through the Action, including: an audio novel podcast based on MUDAR Action; a multimedia exhibition (to be held in the EU and in Beira); a promotional video, other visibility materials (stickers, etc.), reaching about 10,000 listeners / viewers / attendants / receivers, (v) At least 3 social-media publications per month (post, tweet, etc) and news articles per year, to be promoted through social-media of the consortium and sponsored content and to be shared through the partners websites and social media (current cumulative coverage: approx. 120,000 followers).

A dedicated logo will be created and plaques will be made for the project offices. The logo will also be used for stickers (project vehicles and equipment) and T-shirts for the project staff on site.

Quantitative indicators (number of website visits, number of new followers on social media such as Facebook, Instagram, Twitter, YouTube, number of journalists and participants to events, number of subscribers to the newsletters) will be included in the C&V Plan and accounted for in interim and final reports. The mention of the project being funded by the European Union programme will be included in all Press releases, conferences & meetings, printed promotional material, in the project website and partner websites, audiovisual productions, public events, and other materials as relevant.

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2.1.3 Indicative action plan for implementing the action

Activity	Month	Year I												Implementing Body
		Semester 1						Semester 2						
		1	2	3	4	5	6	7	8	9	10	11	12	
<i>Meetings of the Steering committee</i>														All Consortium members
<i>Working groups and meetings of the Technical Board</i>														All Consortium members
A.1.1.1 <i>Participatory design, customisation and validation of the training curriculum</i>														CCI and IFAPA with CMB
A.1.1.2 <i>Signature of MoU between the CCI (team coordinator & local development and capacity building expert), IFAPA (capacity building coordinator) and CMB</i>														CCI and IFAPA with CMB
<i>Preparation of Activity A.1.1.3</i>														CCI
A.1.1.3 <i>Training of trainers (ToT) - E-learning</i>														CCI and IFAPA
A.1.1.4 <i>Training delivered from IFAPA to the Municipality of Beira</i>														IFAPA and CMB
A.1.1.5 <i>Mentoring IFAPA during training implementation</i>														CCI and IFAPA
A.1.2.1 <i>Peer-to-peer exchange among Mozambique LAs in relation to specific topics</i>														CCI, IFAPA and CMB
A.1.2.2 <i>Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives</i>														PAT with CCI, IFAPA and CMB
A.1.2.3 <i>Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.</i>														PAT with CCI, IFAPA and CMB
A.1.2.4 <i>Facilitating the Community of Practices.</i>														IFAPA with CCI
A.1.2.5 <i>Mentoring IFAPA during the steps of the "community of practices" development process</i>														CCI and IFAPA
A.2.1.1 <i>Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management</i>														PAT, with CMB and UNITN
A.2.1.2 <i>Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti</i>														UNITN, with CMB and PAT
A.2.1.3 <i>Collection of information and feedbacks from the community</i>														UNITN, with CMB and PAT
A.2.1.4 <i>Presentation of the drafts to the Conselho Municipal da Beira</i>														PAT, with UNITN, CMB, and CCI
A.2.2.1 <i>Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services</i>														PAT, with CMB and UNITN
A.2.2.2 <i>Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i>														PAT, with UNITN, CMB, and CCI
A.2.2.3 <i>Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i>														CMB, with PAT, UNITN, and CCI
A.2.2.4 <i>Opening ceremony in Macuti with local authorities and the community</i>														PAT, with CMB and UNITN
A.2.3.1 <i>Definition of the objectives to reach, terms of references and multidisciplinary working group</i>														Universidade Zambeze, with UNITN, and PAT
A.2.3.2 <i>Field research and data collection</i>														Universidade Zambeze, with UNITN

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A.2.3.3	Writing and publication of the comparative study by Universidade Zambeze and Università degli studi di Trento																				Universidade Zambeze , with UNITN
A.3.1.1	Need Assessment of CMB and population on digitization																				PAT with Universidade Zambeze, and CMB
A.3.1.2	Development of innovative digital solution for CMB for the management and delivery of services to citizens according to the findings of the assessment																				PAT with Universidade Zambeze, and CMB
A.3.1.3	Specific technical training sessions for CMB staff on the use and maintenance of the new digital solution																				Universidade Zambeze with PAT and CMB
A.3.1.4	Implementation and support of the digital solution in Macuti																				Universidade Zambeze with PAT
A.3.2.1	Organization of events and meetings between CMB and local MSMEs to create public-private partnerships																				PAT with Universidade Zambeze, and CMB
A.3.2.2	Signature of agreements for innovative services offered by the MSMEs within the project in favour of CMB																				PAT and CMB
A3.2.3	Accompanying the Municipality in its search for funds to maintain the activities of the pilot project and the new public/private partnerships																				PAT with Universidade Zambeze , and CMB

Activity	Sem. 3	Sem. 4	Sem. 5	Sem. 6	Implementing Body
Meetings of the Steering committee					All Consortium members
Working groups and meetings of the Technical Board					All Consortium members
A.1.1.1 Participatory design, customisation and validation of the training curriculum					CCI and IFAPA with CMB
A.1.1.2 Signature of MoU between the CCI (team coordinator & local development and capacity building expert), IFAPA (capacity building coordinator) and CMB					CCI and IFAPA with CMB
Preparation of Activity A.1.1.3					CCI
A.1.1.3 Training of trainers (ToT) - E-learning					CCI and IFAPA
A.1.1.4 Training delivered from IFAPA to the Municipality of Beira					IFAPA and CMB
A.1.1.5 Mentoring IFAPA during training implementation					CCI and IFAPA
A.1.2.1 Peer-to-peer exchange among Mozambique LAs in relation to specific topics					CCI, IFAPA and CMB
A.1.2.2 Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives					CCI, PAT and IFAPA and CMB
A.1.2.3 Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.					PAT with CCI, IFAPA and CMB
A.1.2.4 Facilitating the Community of Practices.					IFAPA with CCI
A.1.2.5 Mentoring the "community of practices" development process.					CCI and IFAPA

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A.2.1.1	Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management					PAT , with CMB and UNITN
A.2.1.2	Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti					UNITN , with CMB and PAT
A2.1.3	Collection of information and feedbacks from the community					UNITN, with CMB and PAT
A2.1.4	Presentation of the drafts to the Conselho Municipal da Beira					PAT, with UNITN , CMB , and CCI
A.2.2.1	Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services					PAT, with CMB and UNITN
A.2.2.2	Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti					PAT, with UNITN , CMB , and CCI
A.2.2.3	Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti					CMB, with PAT , UNITN , and CCI
A.2.2.4	Opening ceremony in Macuti with local authorities and the community					PA , with CMB and UNITN
A.2.3.1	Definition of the objectives to reach, terms of references and multidisciplinary working group					Universidade Zambeze, with UNITN, and PAT
A.2.3.2	Field research and data collection					Universidade Zambeze, with UNITN
A.2.3.3	Writing and publication of the comparative study by Universidade Zambeze and Università degli studi di Trento					Universidade Zambeze, with UNITN
A.3.1.1	Need Assessment of CMB and population on digitization					PAT with Universidade Zambeze, and CMB
A.3.1.2	Development of innovative digital solution for CMB for the management and delivery of services to citizens according to the findings of the assessment					PAT with Universidade Zambeze, and CMB
A.3.1.3	Specific technical training sessions for CMB staff on the use and maintenance of the new digital solution					Universidade Zambeze with PAT and CMB
A.3.1.4	Implementation and support of the digital solution in Macuti					Universidade Zambeze with PAT
A.3.2.1	Organization of events and meetings between CMB and local SMEs to create public-private partnerships					PAT with Universidade Zambeze , and CMB
A.3.2.2	Signature of agreements for innovative services offered by the SMEs within the project in favour of CMB					PAT and CMB
A3.2.3	Accompanying the Municipality in its search for funds to maintain the activities of the pilot project and the new public/private partnerships					PAT with Universidade Zambeze , and CMB

2.1.4 Sustainability of the action

The Action promotes an integrated urban development and the empowerment of local governance, through the strengthening of the partnership between the Conselho Municipal da Beira and the Provincia autonoma di Trento. With this purpose, the Action aims not only at improving CMB multi-level human resources' capacities to perform good governance and the quality of services to deliver to citizens.

The acquisition of new theoretical skills with a capacity building training programme, and the possibility through the pilot project to experiment in practice and collaborate with a multidisciplinary team of experts will provide practical insights to work in an integrated and multilevel way in the creation of urban strategies. The Administration is therefore hardly able to plan and control alone the rapid expansion of Beira, particularly that of the informal neighborhoods, such as the vast area of Macuti (VNG institutional assessment and in the 2020 report of MAEFP). This situation is exacerbated by the fact that there is limited coordination among the various departments (*Vereações*) within CMB to plan and tackle common problems, such as a bad waste management, especially cleaning drainage and sanitation canals, and the lack of a proper urban planning, to avoid local flooding and the deterioration of infrastructures and working equipment.

Risks, Contingency & Mitigation measures (C&M).

Operational and physical risks include: general implementation risks (road accidents, petty crime, etc.), as well as financial risks (e.g., fraud, etc.). Moreover, a lengthy process to obtain visas to/from Mozambique (i.e., for European and Mozambican participants) could hinder smooth implementation of the exchange programme or activities in general. Likelihood (on a scale of (1 to 3; 1 being the lowest): 2. Potential impact on activities:

2. **C&M:** Implementation of clear security measures (such as hiring trained drivers and guards, guidelines on vehicle use, etc.), Safety training of project staff. During the inception phase: training of project partners on financial rules and guidelines, according to clear accounting systems and governance processes. Dedicated staff will be responsible for financial management, with a clear division of roles. Logistics and administrative visa procedure will be dealt with by dedicated staff, who will start to make visa arrangements timely during the project. Impact on project activities after mitigation: 1.

Environmental risks, which include severe weather shocks (cyclones, etc.) which could have variable levels of impact on the Beira area and physically hinder activities implementation. Likelihood: 3. Potential impact on activities: 3. **C&M:** Close monitoring of climate shocks forecasts in order to readapt activity schedule if needed; coordination with other NGOs by participating in relevant meetings through project staff, in order to be informed of relevant measures to undertake. In case of a natural disaster, project staff will consult with CMB to reframe the activities in line with urgent needs (e.g., the network established through the community of practice could support in finding funds for reconstruction). Potentially, the budget contingency reserve could be activated (as per Donor's guidelines). Impact on project activities after mitigation: 2.

Political risks: elections could be accompanied by political turmoil. During the elections, activities could slow down due to campaigning. A change in Beira Municipality Council's leadership after October 2023 elections could lead to a change in local authorities' commitment to the project. Likelihood: 1. Potential impact on activities: 2. **C&M:** Alignment of the project staff and partners to a non-partisan/neutral stance towards project activities. Signature of partnership agreements that bind the partners/institutions towards project implementation regardless of their political party. Ongoing dialogue with elected representatives and other political stakeholders, advocacy action on new elected leadership on the importance of the project in order to rebuild trust, if need be. The physiological slow-down of activities involving CMB members during the electoral campaign has been taken into account in the activities timeline. Impact on project activities after mitigation: 1.

Socio-economic risks: Epidemic outbreaks (including surges in COVID-19 cases and the consequent mitigation measures) could strain the capacities of Beira Municipal Council to implement the activities by diverting the political attention to more urgent issues and by limiting movements and gatherings. Infection Prevention and Control measures (lockdown, curfew, limitation of gatherings, etc.) could limit the capacity of the population to provide for themselves, thus worsening the socio-economic conditions of households (and especially of women). This could lead to an increase in petty crime, as well as limit the population's capacities to take part in activities (such as participatory meetings) due to lack of time, perceived danger, and opportunity costs. Economic shocks hinder the capacity of Mozambican Local Authorities to participate in the activities, as the political focus is shifted to other more urgent issues. Likelihood: 3. Potential impact on activities: 3. **C&M:** Monitoring of epidemiological bulletins by project staff (who will be part of the relevant coordination networks in Beira and share information among NGOs and International Organisations) in order to be timely informed of relevant measures to undertake. In case of epidemic outbreaks, project staff will consult with the CMB and adapt the activities to the new context to protect staff from contagion (e.g., re-arrangement of training location, remote training). Sensitisation of project staff prior to departure about the epidemic situation of the area and about security measures. In case the socio-economic situation worsens, the project activities will still remain relevant and project staff will put an extra effort in supporting the capacity building of the CMB and other target groups (by re-adapting the detailed content of the training to new needs and challenges) in order to continue guaranteeing relevant support. In case there is a shift in political attention, advocacy actions (e.g. meetings, calls, etc.) will be undertaken by project staff in order to win the support of key decision makers among Local Authorities. Impact on project activities after mitigation: 1.

Other risks (related to socio-economic and political factors): High turnover of CMB and other stakeholders' staff involved in the training limit the effectiveness of the training programme or slow the activity down. Likelihood: 1. Potential impact: 2. **C&M:** A certain level of turnover (approx. 30%) is assumed as physiological when planning the training activities. The number of trainees takes this assumption into account, so that competences and skills shall remain within the CMB team for a long time. Should the turnover be higher, partners will increase their efforts to train new staff or shall strengthen mentoring activities (by increasing the monthly level of effort by trainers). Impact on project activities after mitigation: 1. The project is designed to ensure the sustainability of the actions in its four forms, even beyond the implementation period.

Financial sustainability: to provide continuity to the interventions presented in the pilot Project of Macuti, the project foresees the stipulation of public-private partnerships between the CMB and local micro, small and medium enterprises in the area. In this way, the municipality would create employment and manage to maintain services that are fundamental for the improvement of Macuti and the city of Beira, such as maintenance of green areas, SWM and cleaning of drainage channels. Furthermore, the project assumes that there is financial support from the CMB for the maintenance of the integrated services offered within the pilot project and the constant renewal of the PPPs with local MSMEs. To guarantee this, the project foresees a strengthening of the financial management capacities of the cadres within the municipality, through specific modules delivered by IFAPA (O.1) and support in the management of already available funds, as well as the accompaniment during the project aimed at acquiring external funds at a national and international level, thanks to the exchange of good practices that will take place with the Autonomous Province of Trento (O.3). Finally, the constant interaction with the international donor community and the dissemination of the comparative study to international and national stakeholders allows the collection of expressions of interest for possible future collaborations.

Institutional sustainability: the capacity building process within the Action allows IFAPA trainers and CMB technicians and managers to develop technical and methodological skills on a multidisciplinary level (e.g. PCM, financial literacy, digitization). The empowerment of urban governance occurs through the institutional strengthening of the local authority which will have at its disposal a series of Community of Practices from which to take inspiration and export as a model to other municipalities. Exchanges of good practices, and in particular the summer school in Italy, play an essential role in consolidating CMB's relations both at local level, with other municipalities, and at national and international level. The exchange activities foreseen by the project will strengthen the long-standing link between the Autonomous Province of Trento and the CMB, sharing good models of territorial management at programmatic, financial and institutional level. The cooperation between the two cities (Beira and Trento) will improve thanks to the collaboration established between the two Universities during the Action. The shared work and study table among the parties will improve the quality of teaching and research for both.

Moreover, the strengthening of the IFAPA-Beira institute will give quality and continuity to the capacity building process of local public administrations and municipalities; thanks to the methodologies, materials and training experiences acquired during the project, they will be able to autonomously dispense training and refresher courses to CMB and other municipalities. Finally, the presence of local partners (IFAPA, CMB and Universidade Zambeze) allows one to have an excellent knowledge of the territory, the environmental and social issues and constraints to face, so as to avoid or mitigate the risks of failure of the Action. In addition, the involvement of local partners is going to ease the transfer of the ownership of the project objectives to the community and stakeholder, since they will all be heard through consultations and inquiries for the integrated and participatory design process and will play a key role in the successful implementation of the interventions and of the digital solution in the Macuti neighbourhood.

The pilot project is an opportunity to advance an integrated and shared urban design model in Macuti that will serve as a good practice for other municipalities or can be replicated in other portions of the urban area of Beira. On a larger scale, the project improves the living conditions of 500 households, and more in general to the population of the Macuti neighborhood (25.000), who will be able to participate actively in the decision-making process, directing the measures to be implemented, and will be able to benefit from the services offered within the framework of the pilot project.

Policy level sustainability: The Action intends to promote the national legislation on territorial and urban planning (*Lei no. 19/2007*). The pilot project is indeed framed within the urban planning law and will take up all the specifications contained in the *Diagnóstico da situação actual da cidade da Beira* and in the Masterplan 2035, to be replicable in other portions of neighbourhoods or municipalities and to be integrated in the territorial planning instruments being approved by the Municipality (PEU). The Action promotes the principles of Do no Harm, do the maximum good at the basis of the Rights Based Approach promoted by the EU and within this framework takes into account the participatory design approach to give voice to the community and the local partners, to find solutions appropriate to the needs identified and to achieve the objectives of the local administration, including the reduction of marginalisation between the formal and informal neighbourhood of Macuti.

Environmental sustainability: the Action is in line with SDGs 11 and 13 and therefore encapsulates the concept of a resilient and sustainable city. The interventions foreseen in Macuti aim at increasing well-being, sociality and above all at having a positive environmental impact on the neighbourhood. The project includes

A handwritten signature in blue ink, consisting of a stylized, circular shape with a vertical line extending downwards. To the right of the signature, the initials 'JCO' are written in a similar blue ink.

urban regeneration, construction of drainage channels and green infrastructure that are Nature-Based Solutions (NBS), i.e. low-cost, efficient, adaptive and easy to regenerate.

The interventions aim to increase the resilience and the healthiness of the places both from a practical point of view, by cleaning streets and canals from solid urban waste, and from an educational point of view, by raising people's awareness of environmental issues and good practices to be adopted to reduce the impact of their habits on the environment. Finally, the digital transition process, if on the one hand it can be seen as a disadvantage from the point of view of the production of digital electronic waste, which is difficult to dispose of, on the other hand, operating in an African context with high development potential, we can talk about African leapfrogging: that is, importing new technologies and digital solutions that are as sustainable as possible, avoiding all those processes of research to the detriment of the environment that have characterised the development stages of industrialised countries.

Dissemination plan.

The dissemination strategy will be consistent with the Communication & Visibility Plan (*see above*) and will target internal and external actors, to communicate about project activities, in order to capitalise on project outcomes.

Internally, regular reporting (among TB and SC members, among partners, and from the Lead Applicant to the Donor), will ensure that information is shared on a day-to-day/weekly/monthly/quarterly basis as need be.

In Mozambique, the dissemination of results will be done notably by:

- Sharing the Integrated Urban Design Interventions study among the relevant stakeholders (Universities and Municipalities both national and international)
- Sharing of the material and documentation resulting from Community of practices activities on an e-platform (which will remain available to IFAPA trainers after the end of the project) and during peer-to-peer exchanges;
- Reaching a wide and varied audience through the tools of the C&V Plan and dissemination services

The dissemination plan will allow to export the methodology and good practices acquired during the project to other Mozambican municipalities, elevating the CMB to a good example of good governance, as well as to lay the foundations for future partnerships in favour of sustainability and scaling up of the project.

2.3 Experience

(i) Experience in similar actions in the past 3 years (1)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: Research and Education Building Urban Institutions for Local Development (REBUILD)			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11130 - 11420 - 14050 - 15110 - 15140 - 15150 - 31320		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Libya	€ 4,470,442.82	Coordinator	Local Authorities: Partnerships for sustainable cities 2020 DEVCO - NEAR-TS/2020/422-410	€ 4,246,919.82	01/04/2021 - 31/03/2025
Objectives and results of the action		The project is financed by the EU through the "Call for Proposals 2020 Local Authorities: Partnerships for Sustainable Cities". The partners are ten Libyan municipalities of Azzawiya, Benghazi, Beni Walid, Gharyan, Sabha, Sirte, Tobruk, Tripoli Centre, Zintan, and Zliten), two European LA (the Autonomous Province of Trento - coordinator - and the Autonomous Region Friuli Venezia Giulia) and the affiliated body of the Provincia autonoma di Trento, the International Cooperation Centre (Centro di Cooperazione Internazionale - CCI). This decentralised cooperation project aims at strengthening local public services in Libya through a permanent training mechanism delivered by Libyan universities to Libyan municipalities. It builds on the work started in 2017 within the framework of the Nicosia Initiative and, in particular, on the experience of its continuous learning component. The REBUILD activities are structured around three main pillars: 1) Capacity building to Libyan municipalities on the basis of a curriculum based on a Territorial Approach to Local Development (TALD); 2) Establish and facilitate a community of practices, whereby municipalities can exchange and share good practices with each other and with other national and international actors. 3) Implementation of two pilot projects (in the field of fishery and waste management) to test the theoretical and practical skills acquired in the capacity building activities.			

(i) Experience in similar actions in the past 3 years (2)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per la Depurazione) Lead applicant X Co-applicant Affiliated entity					
Project title: RES-URBIS RESources from URBan Bio-waSte Risorse derivate dai rifiuti organici biodegradabili urbani			Sector (ref. list of sectors in Sectorial experience in PADOR): 14050 - 23030 - 23070		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Autonomous Province of Trento, Italy, Denmark, Portugal, Spain, Croatia, Switzerland, United Kingdom, France, Italy	€ 3,327,947.50	Co-beneficiary	EU - Horizon 2020 CIRC-05-2016	€ 2,996,688.75	01/01/2017-31/12/2019
Objectives and results of the action		<p>The project aimed to make possible the recycling of different types of municipal waste into valuable bio-based products, in a single integrated biorefinery of organic waste and using a single technological chain. This objective has been pursued through:</p> <ul style="list-style-type: none">• collection and analysis of data on urban bio-waste production systems and current management systems in four selected territorial clusters in different countries and with different characteristics;• experimental activity aimed at solving a number of open technical issues (both processing and product related) using the appropriate combination of innovative and catalogue technologies;• market analysis within different economic scenarios and business models for the full exploitation of bio-based products. <p>In practice, the various organic wastes of urban origin, such as municipal waste and municipal wastewater treatment sludge, are converted into bioplastics with applications in packaging (biodegradable films and composites), production of durable consumer goods such as frames for computers, tablets and phones, or interior design elements such as lamps and chairs. The residual flow from the process for the production of bio-plastics is used in the production of biogas (methane) and compost, for a second level of valorization.</p>			

(i) Experience in similar actions in the past 3 years (3)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per le Risorse Idriche e l'Energia) Lead applicant X Co-applicant Affiliated entity					
Project title: FINERPOL Financial Instrument for Energy Renovation Policies			Sector (ref. list of sectors in Sectorial experience in PADOR): 23010 - 24010		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Extremadura (ES), Plymouth (UK), Western Macedonia (GR), Prague (CZ), Baden Württemberg (D), Área Metropolitana do Porto (PT), Autonomous Province of Trento	€ 1,937,891.00	Co-beneficiary	EU - Interreg Europe programme 2014-2020 - 1st call	€ 1,647,207.35	01/04/2016 - 31/03/2020
Objectives and results of the action		The project aims to increase the rate of renovation of buildings to increase their energy efficiency, improving access to investment financing. The overall objective is therefore to promote new policies, or improve existing ones, aimed at the creation of financing instruments, in particular financial instruments (FIs), supported by ERDF funds and integrated with EC financing initiatives, such as EFSI (Juncker Plan 06/2015), EIB European Investment Bank instruments (ELENA, Margarite Funds) or even by public-private partnerships.			

ISO

(i) Experience in similar actions in the past 3 years (4)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per la protezione dell'Ambiente)					
Lead applicant X Co-applicant Affiliated entity					
Project title: BRENNER-LEC Brenner Lower Emissions Corridor				Sector (ref. list of sectors in Sectorial experience in PADOR): 21010 - 21020 - 41010 - 41020	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Autonomous province of Trento, Autonomous province of Bolzano	€ 4,018,006.00	Co-beneficiary	EU - LIFE15 -ENV-IT-000281	€ 1,922,772.00	01/09/2016-30/09/2021
Objectives and results of the action		The long-term objective of BrennerLEC is the creation of a holistic concept of "Low Emission Corridor" (LEC) for the A22 highway. The project aims to implement and validate a set of different dynamic policies that have the goal to provide a clear environmental benefit in terms of air quality, climate protection and noise abatement. The pilot demonstration was carried out on an extensive pilot test area of the A22 highway called BLEC-ENV, to be managed with the principle of the urban Low Emissions Zones (LEZ), but reconsidered for this different scenario. The extensive monitoring of the measures is going to provide a significant contribution for the consolidation of the knowledge base (with particular attention to certain novel environmental indicators such as black carbon) and the development of environmental policy and legislation in highway environments.			

(i) Experience in similar actions in the past 3 years (5)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Agenzia provinciale per le Risorse Idriche e l'Energia)					
Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
Project title: EeMMiP (Energy efficient Mortgage Market Implementation Plan)				Sector (ref. list of sectors in Sectorial experience in PADOR): 23010 - 24010	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Belgium, Germany, Italy, Denmark, United Kingdom	€ 1,745,115.00	Co-beneficiary	EU - Horizon 2020 LC-SC3-EE-10-2018-2019-2020	€ 1,500,000.00	01/09/2020 - 01/09/2022
Objectives and results of the action		The Energy Efficient Mortgage Market Implementation Plan (EeMMIP) will build on efforts to develop EEM (Energy Efficiency Mortgage) by delivering an integrated market and a blueprint for established and emerging markets around the globe. The Project will conduct an analysis of the current market systems relevant to the development of an EEM market and establish demonstrators to support the demonstration of the end-to-end customer journey and EEM life-cycle. It will establish market-based governance and an EEM Label to support recognition of and confidence in EEM and facilitate access to quality information for market participants.			

(i) Experience in similar actions in the past 3 years (6)

Name of the organisation: Conselho Municipal da Beira/Beira City Council Lead applicant Co-applicant X Affiliated entity					
Project title: Project for the Promotion of Commercialisation Support Infrastructures - Construction of Ponta Gea Municipal Market				Sector (ref. list of sectors in Sectorial experience in PADOR): 33120 - 43030	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Beira (Mozambique)	€ 34,491,623.36	Co-beneficiary	UE and CMB FED/2016/377-507	€ 31,042,461.02 (UE) € 3,449,162.34 (CMB)	19/12/2016 - 2019
Objectives and results of the action		The main objective of the project is to improve the hygiene and selling conditions of the products, and by upgrading these conditions, sellers will be able to increase their incomes and, consequently, their standard of living. Specifically, this action will improve the trading conditions of the Ponta-Gea market in order to guarantee the hygienic quality of the activity and keep it attractive. The construction of the Ponta-Gea market had the following advantages: - Rapid access to essential goods, in conditions recommended for consumption - Promotion of better hygiene and health conditions - Increased tax revenues for the City Council - Minimization of problems generated by rains - Improved food preservation - Increased nutritional quality of food			

100

(i) Experience in similar actions in the past 3 years (7)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: "Trentino-Mozambique Board: 2018 - 2019"			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110-11130 - 11220 - 11240 - 12110 - 12220 - 12261 - 15140 - 15164 - 16010 - 23010 - 23067 - 23081 - 31110 - 31120 - 41010		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique - Caia District/Sofala Region	€ 388,109.00	Donor	PAT	€ 388,109.00	23/03/2018 - 30/06/2020
Objectives and results of the action		<p>Being present in Mozambique since 2000, the Autonomous Province of Trento (PAT) has consolidated over the years an actual "Trentino-Mozambique Board", i.e., a group of individuals (volunteers, associations, organisations) that promote an exchange programme between the provinces of Trentino in Italy and of Sofala in Mozambique. Most efforts have been concentrated in the Caia/Sofala region, with progressive interventions also in other areas, favouring forms of territorial partnership with local institutions and associations as protagonists, with the direct coordination of today's Development Cooperation Office and, in part, through qualified subjects, such as the Consortium CAM and local Hospitals.</p> <p>Since 2000, PAT, as main donor and coordinator, has invested €11,897,428.06, in activities totalling €17,517,631.72, which cover the social, education, economic development, health, education and environment sectors. In particular, in 2018, the "Trentino in Mozambique 2.0" project continued with the previous actions and interventions having as main objective the development of the following 12 sectors/results: improvements in Beira waste management; renewable energies, exchange of good practices, partnership start-up; development of mainstreaming approach/gender issue; escolinhas development; home care for the sick, health awareness; Hub - start-up of a social innovation network; drafting of new PAT agreement - Mozambique Government; empowerment of local administration for territory management; institutional capacity building; global citizenship education and strengthening relationship and programme coordination.</p>			

SCO

(i) Experience in similar actions in the past 3 years (8)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: "Trentino-Mozambique Board: 2019 - 2021"			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11220 - 11240 - 12110 - 12220 - 12261 - 15164 - 16010 - 23010 - 31120 - 41010		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Caia District/Sofala Region (Mozambique)	€ 258,800.00	Donor	PAT	€ 258,800.00	07/08/2019 - 15/02/2021
Objectives and results of the action		<p>In continuity with the historic collaboration Trentino-Mozambique, in 2019 the program of interventions lasting 24 months, called "Partnership Trentino - Mozambique 2019-2020", was activated by CAM (Consortium of Associations for Mozambique). The main objective of the actions planned for 2019 and 2020 was to encourage the growth of local societies that are aware and capable of self-governance, through the strengthening of skills and capacities, in order to affirm human rights, reduce inequalities and promote sustainable development.</p> <p>In practical terms, this meant: recognizing the right to pre-school education and personal care to the citizens of Caia; strengthening local actors in the management of the waste cycle in Beira and Nampula, in the planning and management of the territory and natural resources in the Province of Sofala; increasing access to credit and fostering self-employment and youth entrepreneurship in the Province of Sofala, Zambesia and the Channel. The results are: better management of solid urban waste in Beira and Napula; the strengthening of the "District Planning and Infrastructure Service" and the implementation of the "Urban Construction Plan," and the "Water-Energy-Food nexus" in Lower Zambezia; the construction of an irrigation system; the enhancement of the role of women through small business initiatives; the pedagogical and administrative functioning of 4 nurseries; home care for the sick; microfinance initiatives and self-employment entrepreneurship; institutional capacity building activities towards decentralisation processes; awareness raising initiatives in the Trentino community.</p>			

(i) Experience in similar actions in the past 3 years (9)

Name of the organisation: Universidade Zambeze - Faculdade de ciências e tecnologia/ Zambeze University/Faculty of Science and Technology (Mozambique)					
Lead applicant		Co-applicant X	Affiliated entity		
Project title: Universidade Zambeze - Faculdade de ciências e tecnologia/ Zambeze University - Faculty of Science and Technology (Mozambique)			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11130 - 11420 - 14010 - 14081 - 15164		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Beira (Mozambique)	€ 3,600,000.00	Entidade afiliada	Kingdom of the Netherlands (NFFIC) - NICHE MOZ 266- ZAMADZI	€ 324,000.00	01/2017 - 05/2021
Objectives and results of the action		<p>The overall objective of the project is to strengthen capacity for integrated water resources management by enhancing the development of technical and professional (academic and vocational) training skills and promoting the cooperation of existing institutions. The following sub-objectives correspond to the main objective: a) Train professionals in long-term courses (Masters and PhDs at local and regional level); b) Train professionals, technicians, students and local actors in short courses; c) Acquire means and equipment for institutional capacity building; d) Develop action research projects to solve problems of local communities; e) Develop activities aimed at promoting gender equity actions.</p> <p>Project results are: (R1) Training of one lecturer with a PhD level in Science, Engineering and Technology with a specialty in the area of IWRM at the University of South Africa (UniSA); (R2) Training of 29 teachers and 1 technician, they received 64 trainings in a total of 25 short courses developed by the project team in the areas of IWRM, Gender and ICTs; (R3) Purchase of 11 equipment for strengthening the chemistry and water laboratory, 18 for strengthening ICTs and 11 books related to IWRM. (R4) Elaboration of an action research project related to hospital effluent treatment at the Central Hospital of Beira; (R5) Carried out activities related to gender equity in the faculty such as:</p> <ul style="list-style-type: none">• Dissemination of the courses taught in the college at secondary school level with the aim of increasing girls' adherence in engineering courses.• Participation in activities to celebrate the Environment Day• Lecture about women in the labour market.• Scientific journeys/open doors.			

(i) Experience in similar actions in the past 3 years (10)

Name of the organisation: Instituto de Formação em Administração Pública e Autárquica/ Training Institute of Public and Municipal Administration (IFAPA) of Beira (Mozambique)					
Lead applicant Co-applicant <input checked="" type="checkbox"/> Affiliated entity					
Project title: PBGF (Programa de Boa Governação Financeira)/Good Financial Governance Program			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15120 - 15140 - 15150 - 16020		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Maputo (Mozambique)	€ 35,927.00	Co-beneficiary	The World Bank	€ 35,927.00	01/02/2020 – 30/12/2025
Objectives and results of the action		<p>The main objective of the project is to strengthen the capacity of Actors (central and decentralized agencies, municipalities, communities and citizens), involved in recent decentralization reforms, by supporting the government in creating a comprehensive capacity building strategy, focused on providing mechanisms to assist and empowering provinces and municipalities in managing human and financial resources, as well as developing training programs for key administration and governance positions at the local level.</p> <p>In practice, this means building the capacity of technical leadership of participating municipalities and provincial decentralized governance bodies; training municipal officials and agents and those of the Decentralized Governance Institutions, with emphasis on document and archive managers (classified information managers, website content managers, and communication and image technicians); training trainers responsible for cascading training to employees and agents of the Municipalities and Provincial Decentralized Governance Organs. Results of the Action are: R1) Mastery of the legislation on document management; R2) Improved skills in observing norms of document and archive management, management of classified information and webpage content; R3) Improved management, by technicians, of rapid access to information and preservation of institutional memory in Mozambican Public Administration; R4) Archives organized and with accessible information.</p>			

(i) Experience in similar actions in the past 3 years (11)

Name of the organisation: Instituto de Formação em Administração Pública e Autárquica/ Training Institute of Public and Municipal Administration (IFAPA) of Beira (Mozambique)					
Lead applicant Co-applicant <input checked="" type="checkbox"/> Affiliated entity					
Project title: PDUL (Projecto de Desenvolvimento Urbano e Descentralizado)/PDUL (Decentralised Urban Development Project)			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15120 - 15140 - 15150 - 16020		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Sofala, Manica and Tete Regions (Mozambique)	€ 240,000.00	Co-beneficiary	UNCDF + Austrian Cooperation (ADA) and Italian Cooperation (AICS), funded by the European Union	€ 240,000.00	01/07/2021 – 31/12/2024
Objectives and results of the action		The overall objective of the project is to contribute to the consolidation of peace at subnational level in Mozambique. In practice this means enhancing inclusive local governance in selected provinces and conflict affected districts and improving livelihoods of rural communities in conflict affected districts, with a special focus on women, youth and disadvantaged groups. The results are: R1) the improved livelihoods of rural communities in conflict affected districts, with a special focus upon women and disadvantaged groups; R2) Increased awareness and strengthened capacities of subnational political, administrative and civil society actors to implement new decentralized institutional arrangements; R3) Enhanced capacities for responsive, inclusive, gender sensitive planning and budgeting in selected districts and rural municipalities; R4) Knowledge built on best practices in local governance for the consolidation of peace; R5) Enhanced public investment and service provision in selected districts and rural municipalities; R6) Increased adoption of climate smart and productivity enhancing agriculture technologies and practices by conflict affected communities; R7) Enhanced market integration and off-farm economic activities of conflict affected communities.			

(i) Experience in similar actions in the past 3 years (12)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: Training curricula for Libyan Municipalities – I and II phases			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 - 15110 - 151120		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Tunisia and Italy	€ 8,219.00 in 2018 and € 15,890,00 in 2020	Service provider	CIEDEL	€ 8,219.00 in 2018 and € 15,890.00 in 2020	01/01/2018 – 31/12/2018 and 07/01/2020 - 30/04/2020
Objectives and results of the action		<p>In 2018, the Centro per la Cooperazione Internazionale (CCI) provided the expertise to design and pilot the first modules of an academic curriculum for Libyan universities engaged in delivering training activities to officials and administrators of the 9 Libyan municipalities participating in the Nicosia initiative and, in perspective, other municipalities.</p> <p>In 2020, through a 2nd mission to Tunisia, CCI assessed the activities carried out in 2018-19, conducted a training module on local development and defined the second phase of the project (2019-2020).</p> <p>The outcome of the work was the definition of the structure of a curriculum, approved by the participants and shared with different international actors active in supporting Libyan local authorities.</p> <p>This training experience led to the design of the REBUILD programme, which is currently ongoing (01/04/2021 – 31/03/2025, see experience nr.1 “Research and Education Building Urban Institutions for Local Development (REBUILD)”) within the framework of the Local Authorities: Partnership for Sustainable Cities programme.</p>			

(i) Experience in similar actions in the past 3 years (13)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre Lead applicant Co-applicant Affiliated entity X					
Project title: Provision of E-learning - Summer School training on "Design of strategies and projects for sustainable development at the local level in the State of Tamaulipas, Mexico"				Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 - 15110	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy and Mexico	€ 10,000.00	Service provider and co-coordinator	Universidad de Tamaulipas / OECD Trento Centre	€ 10,000.00	30/10/2020 - 04/12/2020
Objectives and results of the action		The Organisation for Economic Cooperation and Development (OECD) Trento Centre on Local Development, the Centro per la Cooperazione Internazionale (CCI) and EAFIT University in Colombia, together with partners based in Argentina, Brazil, Chile, Cuba, El Salvador, Peru, and Dominican Republic have been collaborating since 2010 in the organisation of summer schools and training activities on matters related to local development and sustainable urban development. Overall, CCI and its partners trained over 500 people and organised over 10 summer schools with in presence and online modules. The last one (October - December 2020) was specifically planned and targeted to representatives and staff of the University of Tamaulipas, in Mexico, and was entirely delivered online. Through this training project in particular, OECD Trento Centre and CCI aimed at generating capacities in the academic representatives of the University of Tamaulipas in promoting and addressing the design and management of strategies for local sustainable development, and in developing and implementing projects that respond to the effective needs of communities, hence improving the capacity of local governments to harness the existing resources of national funds for local development. In collaboration with the University of Tamaulipas, Mexico, CCI organised an intensive programme entailing head-on lessons with experts, online workshops with relevant actors, group work, individual tutoring and mentoring. Webinars and videos (which are subtitled as appropriate) are shared on an e-learning platform and remain available to all participants throughout the training. The training session for Tamaulipas University, included an opening webinar, 5 e-learning one-week modules (total: 5 weeks: <i>Local development and territorial capital, Economy and territorial innovation in the times of COVID-19, The Sustainable Development Goals and the challenge of sustainability in local development. Working on local development in times of the pandemic, Social cohesion and public policies, The role of collaborative networks in local development</i>), one webinar on experience sharing and a final webinar. Overall, 100 participants were trained: 24 department directors of the University, 50 teachers, and 26 graduate students.			

300

(i) Experience in similar actions in the past 3 years (14)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: TALETE - Honours Programme on global interdependence issues				Sector (ref. list of sectors in Sectorial experience in PADOR): 11430	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy	€ 493,000.00	Service provider and co-coordinator	Università degli Studi di Trento, Italy (UNITN) CCI	UNITN € 197,200.00 CCI € 295,800.00	01/01/2016 – ongoing
Objectives and results of the action		<p>The TALETE programme stands for “Talenti e Territori” (in English: <i>Talents and Territories</i>). The programme was developed by the Università degli Studi di Trento and the Centro per la Cooperazione Internazionale (CCI), and it has been renewed annually since the academic year 2016/2017. It is an honours programme, i.e., a professionally qualifying certified integrative training path that is complementary to the main curricular training of Master’s undergraduates as in the Anglo-Saxon academic tradition. The TALETE programme focuses on global interdependence issues and its training objectives are:</p> <ul style="list-style-type: none">• Strengthening the knowledge and awareness of participants on matters of international interdependence and the global society;• Qualifying the trainees as future professionals, by strengthening their intercultural and cross-cutting skills.• Increasing the employability of the trainees both in the sector of international cooperation, interculturality and local development, and in the employment market, with specific reference to their capacities to work in intercultural work environments. <p>Every training edition entails 24 ECTS for 12 participants (from different academic paths) and includes ad-hoc training sessions, individual counselling, mentoring during the dissertation research, and a two-month postgraduate internship in international contexts, which is useful for entering the job placement.</p> <p>The 2021/2022 edition (the 6th one) is expected to start in October 2021.</p>			

(i) Experience in similar actions in the past 3 years (15)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: Capacity Building for Trainers and Teachers: Learning the Blended Way			Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 (Advanced education)		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Romania, the Netherlands, and Italy	€ 177.572,00	Lead Applicant: Organizatia Umanitara CONCORDIA (OUC); Co-Beneficiaries: Centro per la Cooperazione Internazionale (CCI) and Human Rights Campus (HRC)	European Commission, Erasmus+, KA2 - Cooperation for innovation and the exchange of good practices KA204 - Strategic Partnerships for adult education Project code: 2020-1-RO01-KA204-080401	UE € 177.572,00	01/12/2020 - 30/11/2022
Objectives and results of the action		Given the constraints of the Covid-19 pandemic and the growing importance of online training and mobile learning, the project aims to develop the theoretical and practical competencies of trainers and teachers working in the educational and social fields to adapt existing training curricula into blended learning (i.e., both face-to-face and online) and to share knowledge and practices about pedagogy, tools (e.g. platforms, applications) and training methods among the partners. The consortium partners are developing a Training of Trainers' curriculum which allows teachers and trainers to do their training partially remotely – particularly when targeting young people and when focusing on Global Citizenship and Human Rights issues The project activities include: <ul style="list-style-type: none">• Development of a ToT (trainers of trainers) and a Teachers' curriculum, manual and toolkit for blended training focused on Human Rights and Global Education.• A ToT and a Teachers training programme (8 days face-to-face and 2 days online for 13 teachers and trainers of trainers (8 from OUC, 3 from CCI and 2 from HRC) on methodological and didactic skills, knowledge about blended learning design, planning and management and the preparation of teaching-units. Through individual and group teaching, group-works, analysis of case studies, the project will benefit 58 trainers and teachers, who will improve their capacity to implement a blended methodology. Moreover, 400 educators from 200 European organizations will be informed about project results. As the blended learning curriculum & toolkit will be made available in English, Dutch, Italian and Romanian and disseminated widely in digital format, thousands of teachers and trainers in Europe will be supported to implement blended learning in the classroom.			

400

(i) Experience in similar actions in the past 3 years (16)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre Lead applicant Co-applicant Affiliated entity X					
Project title: Tender for a Massive Open Online Course and Publication Consultant for a Massive Open Online Course Technical Consultant				Sector (ref. list of sectors in Sectorial experience in PADOR): 11430	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy	€ 21,500.00	service provider	EADI - European Association of Development Research and Training Institutes	€ 21,500.00	01/01/2020 - 30/09/2020
Objectives and results of the action		In collaboration with Bridge 47 and all the members of the network, CCI created a Massive Open Online Course (MOOC) and a Handbook to collect the knowledge on Global Citizenship Education and the experiences identified and/or produced through the partnerships born within Bridge 47. Both the MOOC and the Handbook are open access resources that contribute to sharing the results of the project with all the people interested in learning more about Global Citizenship Education or willing to build partnerships and projects in the field.			

(i) Experience in similar actions in the past 3 years (17)

Name of the organisation: Centro per la Cooperazione Internazionale (CCI) / International Cooperation Centre					
Lead applicant		Co-applicant		Affiliated entity X	
Project title: MAKANI, IL MIO POSTO. Sviluppo economico, lavoro dignitoso e inclusione sociale a Tripoli (In English: <i>MAKANI, MY PLACE. Economic development, dignified work and social inclusion in Tripoli</i>)				Sector (ref. list of sectors in Sectorial experience in PADOR): 11430 (Advanced education) 15150 (Democratic participation)	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Tripoli, Lebanon and Italy	€ 1,999,922.40	Lead Applicant and Coordinator: OXFAM Co-beneficiaries: CCI and INDUSTRIO VENTURE (Italy); TEC - Tripoli Entrepreneurs Club and SHIFT - Social Innovation Hub (Lebanon)	Italian Agency for Development Cooperation (AICS) (AID 011866) and INDUSTRIO VENTURE	AICS: € 1,799,906.40 Lead Applicant: € 200,016.00	01/01/2020 - 31/12/2022
Objectives and results of the action		<p>The initiative aims to contribute to the inclusive and sustainable economic growth of northern Lebanon and promote innovative economic solutions, with entrepreneurship as a driver for inclusive and sustainable development in line with the Lebanon Crisis Response Plan 2017-2020.</p> <p>The project involves 150 vulnerable young people and women in Tripoli. Activities support micro, small and medium enterprises (MSMEs) and start-ups to overcome the main barriers to their growth and create new inclusive employment opportunities, through financial and non-financial assistance to 38 companies. Links between Italian and Lebanese companies are being established to promote mutual development and market expansion.</p> <p>Within this framework, Centro per la Cooperazione Internazionale (CCI) collaborates with the project partner Industrio Venture and with two local partners in Tripoli (TEC and SHIFT) to create new inclusive employment opportunities and establish links between 20 Italian and Lebanese companies to promote mutual development and market expansion. Particularly, CCI is responsible for the design and implementation of a training course on Mentorship delivered to 10 local young people involved as mentors themselves within the project. The training course (1st year) is followed by a mentoring delivered by CCI to the mentors (years 2 and 3) in order to support them in their role and practice.</p>			

(ii) Experience in other actions in the past 3 years (1)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Unità di missione strategica coordinamento enti locali, politiche territoriali e della montagna)					
Lead applicant <input checked="" type="checkbox"/>		Co-applicant <input type="checkbox"/>		Affiliated entity <input type="checkbox"/>	
Project title: Dialog for Innovation And Local Growth (DIALOG)			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15140 - 15150		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Italy, Niedersachsen (Germany), Vratsa (Bulgaria), Flanders (Belgium), Ticino (Switzerland), Castilla la Mancha (Spain)	€ 1,312,872.00	Coordinator	UE Interreg Europe - 4th call Switzerland Member states	UE € 945,941.20 € 200,000.00 € 166,930.80	01/08/2019 - 31/07/2023
Objectives and results of the action		This INTERREG project aims to improve the effectiveness of innovative policies for regional competitiveness through the involvement of local actors in policy-making. DIALOG analyzes and exchanges experiences and good practices in the field of social innovation. The objective is to define action plans to promote a real participation of social partners and citizens in the definition and implementation of ERDF innovation investments. The condition for strengthening the effectiveness and sustainability of innovation policies is the creation of a real social consensus around these policies, strengthened through a more widespread participation from below. This model must be defined through networking, negotiation and exchange involving all local actors not only in the design but also in all stages of implementation of local policy. The project through the analysis and exchange of best practices in the field of social dialogue wants to ensure a real participation of local actors and citizens in the definition and implementation of innovative investments of the ERDF.			

100

(ii) Experience in other actions in the past 3 years (2)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
Project title: "SurvEthi" - Strengthening the system of surveillance and control of infectious diseases in Ethiopia"				Sector (ref. list of sectors in Sectorial experience in PADOR): 12110 - 12181 - 12182 - 12191- 12220 - 12250 - 12261- 12281	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Ethiopia	€ 1,692,208.21	Coordinator	AICS (Agenzia Italiana per la Cooperazione allo Sviluppo)	€ 1,012,425.21	07/09/2018 - 30/06/2022
Objectives and results of the action		<p>The project is focused on the Oromia Region (South West Shoa Zone). The main objective is to strengthen the capacity of health authorities in the field of epidemiological surveillance in Ethiopia, through the fight against the spread of epidemics, by strengthening the capacity of institutional and health personnel. Specifically, the project aims to carry out epidemiological assessments and consequent models of transmission of infectious diseases; the creation of a pool of contacts for epidemiological investigation, at Ethiopian national level and in the future also in other countries of Sub-Saharan Africa in case of potential epidemics; technical assistance to local authorities and training of 120 health workers and community agents; through the assistance of Informatici Senza Frontiere (ITs without Borders), the adaptation of existing software and the application of the information package developed for data collection, with related training of health personnel; the transfer of knowledge and good practices in the planning and management of epidemic containment interventions and awareness raising in Trentino and Italy on global health issues.</p> <p>Expected results are the recognition of the threat to public health and the activation of the response at community, zonal, regional and national level from reporting of suspected cases and implementation of specific containment strategies. Covid-19 pandemic, in recent months, has led to a reorientation of epidemiological research, with development of mathematical models that are as current as ever, used by the Italian institutions for the management of the health emergency.</p>			

ACO

(ii) Experience in other actions in the past 3 years (3)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: "Trentino-Balkan: Cooperation and Development Programme 2018 - 2021"			Sector (ref. list of sectors in Sectorial experience in PADOR): 12261 - 12281- 15110 - 15140 - 15150 -15162 - 15163 - 15164 - 15220 - 16050		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Kosovo, Serbia, Albania, Montenegro, Bosnia Erzegovina	€ 1,203,486.61	Coordinator	PAT + Associazione Trentino con i Balcani onlus (ATB)	€ 1,086,386.00	11/06/2018 - 30/06/2021
Objectives and results of the action		The overall objective of the project 2018-2020 is to strengthen cooperation and exchanges between the communities of Trentino and the Balkans on the basis of mutual benefits, building new partnerships and supporting those already existing, while respecting human rights, the environment and democracy and within the framework of the institutional relations of the respective governments. More specific objectives are: to implement and monitor the cooperation programme, capitalising on existing relations and creating new ones; to support exchange between the institutions of Trentino and the Balkan countries with a view to a positive and peaceful European integration; to contribute to the well-being of the populations of the countries involved in the project, through lobbying and advocacy, training and information, promotion of healthy lifestyles, socio-economic integration of marginalised categories; to promote fair and sustainable development and encourage entrepreneurship, with particular attention to youth empowerment, social aspects, the environment, the role of small businesses and cooperation; to encourage forms of storytelling so as to build an inclusive culture. The expected results are: strengthened the network of actors active in Trentino and the Balkans; identified long-lasting relationships; carried out trips and study visits, exchanges of experiences and moments of dissemination; strengthened management and fundraising skills of partners and local governments; realized paths to approach the themes of European citizenship and integration; increased awareness on dialogue; increased skills through capacity building and specific training with dissemination of good practices; improved empowerment and activities of associations on the themes of mental health, oncology, women's empowerment, marginalized social phenomena.			

(ii) Experience in other actions in the past 3 years (4)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: “Strengthening birth registration in civil status and combating the phenomenon of invisible children”			Sector (ref. list of sectors in Sectorial experience in PADOR): 1310 - 15140		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Burkina Faso (Centre-Ouest) Italy (Trentino)	€ 1,206,597.60	Coordinator	AICS (Agenzia Italiana per la Cooperazione allo Sviluppo)	€ 1,083,197.60	28/05/2018 - 28/03/2021
Objectives and results of the action		<p>This action takes place in Burkina Faso, in the region of Centre-Ouest, where the Autonomous Province of Trento operates in partnership with Sant’Egidio Community within the program BRAVO (Birth Registration for All Versus Oblivion). The project aims to strengthen the national civil registration system by raising birth registration levels along with enhancing the quality and the accessibility of the service offered by local governments. In order to reach these objectives, a number of outputs are pursued, in particular: activation of secondary registration centres in every health centre of the region (total of 204); capacity building workshops and seminars for 114 civil registrars and 220 health workers; training of sensitization teams that operate to inform and raise awareness on births registration in health centres; creation of a team for the promotion of dialogue with local authorities and advocacy; support in the late registration procedures for children of primary schools; meetings of information and sensitization for parents. In Italy, workshops are held in the secondary schools with the purpose of informing students on the functioning of the civil registration system and its importance for the protection of children from violation of their human rights. The target groups of this action are 108.000 expected new-borns, 67.000 primary school students, 38 mayors of the Municipalities of Centre-Ouest, 114 civil registrars, 220 health workers, 1.106 primary school teachers and 3.000 Italian students. The intervention will benefit the entire population of Centre-Ouest (1.468.966 inhabitants).</p>			



(ii) Experience in other actions in the past 3 years (5)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: "Global Schools"			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11130 - 11182		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
10 EU countries (Italy, France, Austria, Latvia, Bulgaria, Spain, Czech R, Ireland, Portugal, UK)	€2,915,107.00	Coordinator	EU – Devco (DEAR programme)*	€2,477,840	01/04/2015 - 30/06/2018
Objectives and results of the action		<p>Global Schools, a 3-year project implemented in 10 EU countries by 17 Partners, led by Autonomous Province of Trento (PAT), aimed at integrating Global Citizenship Education (GCE) in formal education in 10 EU countries through a multi-stakeholder approach and combined research, renewed didactic practices, and policy advice in formal education. Global Schools supports the mainstreaming of GCE both through a revision of educational policies and through the promotion of innovative teaching practices and it works at three levels. At the policy level, it advocates for the integration of GCE in educational policies and school curricula in the 10 countries. At the technical level, it supports teachers' motivation and provides continuous professional training to teachers and CSOs working in schools to embed GCE in their everyday didactics. At the social level, it encourages parents and the community to help children grow into aware and responsible world citizens.</p> <p>Activities involved almost 3,800 trainees (LA representatives, teachers, student teachers, NGO practitioners, school directors); and over 23,000 people in public events. The project led to the activation of a long-term process fostering GCE integration in schools, civil society, and educational policies alike (e.g. drafting and approval of the Italian National Strategy on GCE, and of the Aragonese Regional Strategy on Development Education and Citizenship) (http://www.globalschools.education/). Within the project, PAT collaborated with CCI (co-beneficiary), responsible for the training and mentoring to teachers in Trentino province, Italy, and for the overall project's research on GCE policies' state of the art and GCE teaching practises among the EU partners. Thanks to the project, since 2018, CCI has been operating the Global Teachers' Centre, a permanent training service for teachers and associations involved in Global Citizenship Education in formal and non-formal contexts.</p>			

(ii) Experience in other actions in the past 3 years (6)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Unità di missione strategica semplificazione e digitalizzazione) Lead applicant X Co-applicant Affiliated entity					
Project title: OSIRIS Open Social Innovation policies driven by co-creative Regional Innovation eco-systemS			Sector (ref. list of sectors in Sectorial experience in PADOR): 15110 - 15140 - 15150 - 15163		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Sweden, Finland, Italy, Netherlands, Greece, Portugal, Slovakia	€1,715,322.00	Co-beneficiary	UE Interreg Europe - 4th call Member states	€ 1,458,023.70 € 257,298.30	01/04/2016 - 30/09/2020
Objectives and results of the action		The OSIRIS project aimed at improving the design, delivery and implementation of Open and Social Innovation policies and Regional Action Plans. Open and social innovation are concepts that allude to the diversification of knowledge sources strongly suggested as beneficial in the innovation literature. Here, the inclusion of users and the general public is recommended in concepts such as the Quadruple Helix. By implementing open, social innovation in the regional innovation system, the region could identify the appropriate means and strategies needed to achieve an enhancement of the regional innovation system. The end goal was to accomplish a RIS better equipped to meet the rapidly changing challenges of the contemporary knowledge economy.			

(ii) Experience in other actions in the past 3 years (7)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
Project title: Sustainable Development and Fight against Climate Change in Upper Huallaga - Peru			Sector (ref. list of sectors in Sectorial experience in PADOR): 31110 - 31120 - 31130 - 31150 - 31161 - 31162 - 31165 - 31181 - 31182		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Peru	€ 315.000,00	Coordinator	PAT + Associazione Mandacarù onlus - Società cooperativa sociale per un commercio equo e solidale	€ 300.000,00 (PAT) € 15.000,00 (Ass. Mandacarù)	01/09/2018 - 31/08/2021
Objectives and results of the action		<p>The three-year project aims to mitigate the economic and social crisis generated by the abandonment of primary production in Haute Huallaga (Peru), through developing measurement systems for environmental indicators able to provide practical information to farmers to prevent and limit damage to production, as well as through activating fair trade market channels that guarantee a future for small producers.</p> <p>At the end of the project, 300 farmers, their daily workers and their families, who are dedicated to the production of baby bananas and other varieties of fruit certified as organic, are gradually emerging from extreme poverty and are able to live off their production.</p> <p>The results of the action will therefore be an increase in farmers' resistance to weather phenomena, the identification of a climate change resistant and certified banana crop, the opening to international markets linked to the fair trade label, the dissemination of the knowledge acquired among farmers in Upper Huallaga and civil society in Trentino.</p> <p>Among the institutions involved are: REDESIGN CONSULTING BY PROMER SAC (fair trade initiative created in Peru as a spin-off of PROMER, a development project of the FAO International Fund for Agricultural Development); the Edmund Mach Foundation; the Department of Civil, Environmental and Mechanical Engineering of the University of Trento; the National University of Selva (UNAS), the Trento Science Museum (MUSE) and the Fontana Foundation.</p>			

SCO

(ii) Experience in other actions in the past 3 years (8)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant <input checked="" type="checkbox"/> Co-applicant <input type="checkbox"/> Affiliated entity <input type="checkbox"/>					
Project title: "Territorial partnership with Brazil: New opportunities for co-development 2019-2021"			Sector (ref. list of sectors in Sectorial experience in PADOR): 31110 - 31120 - 31130 - 31150 - 31161 - 31162 - 31165 - 31181 - 31182		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Brazil	€ 499.800,70	Coordinator	PAT + Consorzio Brasil Trento	€ 255.344,00	01/01/2019 - 31/12/2021
Objectives and results of the action		<p>The Autonomous Province of Trento (PAT) has directed a considerable effort of development cooperation towards Brazil, actively involving a significant number of public and private actors, both Italian and Brazilian. As part of the "Territorial Partnership with Brazil 2018-2020", PAT has promoted a project, through the Consorzio Brasil Trento, for a total of € 499,800.70, with a financing of € 255,344.00, which is based on important past work.</p> <p>The general objective of the project is to improve social inclusion and the development of small family farms, promoting partnerships between Brazil and Trentino. The following specific objectives correspond to this main objective: to improve the knowledge and evaluation of concrete models for sustainable and inclusive socio-economic development; to contribute to the sustainable social, economic and environmental development of the Brazilian semi-arid region; to promote the development of indigenous peoples. The expected results are: a multi-stakeholder relationship between Brazil and Trentino in 3 Brazilian macro-regions; activation of an information service on economic, social and environmental sustainability; strengthening of knowledge through scientific research; increased quality of training on good agricultural practices; international collaborations for applied research and the use of innovative technologies suitable for semi-arid environments; coordinated a network of local actors, supported by state entities; a Centre for the agro-industrial transformation of tropical fruits and products was built and given to a local organization of public interest; the skills of the Indians on agro-food processing and production processes were strengthened.</p>			

DCO

(ii) Experience in other actions in the past 3 years (9)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office) Lead applicant X Co-applicant Affiliated entity					
Project title: "A growing school - Kenya"			Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 - 11120 - 11130 - 1220 - 11230 - 11240 - 11320 - 11330		
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Kenya	€ 322.543,67	Coordinator	PAT + Associazione Docenti Senza Frontiere onlus	€ 302.034,00	29/11/2019 - 29/11/2021
Objectives and results of the action		<p>Kenya is a country where the Autonomous Province of Trento (PAT) has always worked, also with very substantial projects. Currently PAT supports the three-year project "A School that grows", which basically aims to increase access to education and vocational training for children/boys in the districts of Embakasi, Kasarani and Njiru in Nairobi. Specific objectives are: to guarantee the continuity of the educational path and limit the phenomenon of early school leaving; to involve in the education cycle and through professionalizing workshops also boys and girls who are excluded from it or who intend to continue their studies by attending high school; to favour the integration and the approach to the school reality of street children of the slum on the margins of which the school is located.</p> <p>The basic tools for this educational enhancement are the construction of a multipurpose hall with a canteen area, with spaces for recreational and sports activities, and the construction of a structure that will host secondary school classes. These structures, together with teacher training activities and the structuring of specific curricula, offer alternative spaces to the street, child labour and crime. Around 280 pupils will be involved in each year.</p> <p>The project will end with a school structure and its canteen, both functioning and providing incentives with respect to the involvement of children/youngsters and their families; with specific educational activities provided by more trained staff on professionalizing curricula; with the activation of initiative in favor of street children of the slum and the establishment of scholarships that allow access to school on a meritocratic basis, at least up to the 8th level.</p>			

(ii) Experience in other actions in the past 3 years (10)

Name of the organisation: Provincia autonoma di Trento/Autonomous Province of Trento (Ufficio Cooperazione allo Sviluppo/Development Cooperation Office)					
Lead applicant X Co-applicant Affiliated entity					
Project title: Schools and libraries for Quelimane				Sector (ref. list of sectors in Sectorial experience in PADOR): 11110 -11120 - 11220 - 43040	
Location of the action	Cost of the action (EUR)	Role: coordinator, co-beneficiary, affiliated entity	Donors to the action (name)	Amount contributed (by donor)	Dates (from..to) dd/mm/yyyy
Mozambique - Quelimane	€153,175.80	Donor	PAT + CAM	€128,000.00	23/03/2018 - 30/10/2020
Objectives and results of the action		<p>In 2018, in addition to the main project with CAM in the district of Sofala, PAT financed two education-related initiatives in the rest of the country, implemented by the Associazione Progetto Mozambico Onlus. In particular, adopting the same cooperative approach encouraged by the Autonomous Province of Trento, in the city of Quelimane, it supported the 'Schools and Libraries for Quelimane' project. The project was carried out together with the district education authorities, who consider it a priority to build high-level schools to encourage children to attend school, fight poverty and promote socio-economic development. The project involved the construction of two school buildings, each with two classrooms and a library, in two existing school complexes in the Floresta and Coalane districts.</p> <p>The "After School - Mozambique" project aimed to strengthen and complete the educational offer for primary school students in the city of Quelimane in Mozambique with an additional service to that of primary school: the after school service. More than 500 beneficiaries were involved in the project, who were able to attend remedial school courses, individual tutoring, assisted study and animated reading.</p>			

Logical framework and Activity matrix

Project: C-428391 **date of recurrent content:** December 2021 (version#1) **date of reporting (data in the Current Value column):** TBD

	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline (value & reference year)</i>	<i>Target (value & reference year)</i>	<i>Current value* (reference year) (* to be included in interim and final reports)</i>	<i>Source and mean of verification</i>	<i>Assumptions</i>
<i>Impact (Overall objective)</i>	O.O. To promote integrated urban development and better living conditions in Beira	OO.11 Proportion of Beira population living in remote and poorly served areas	B1 (2017): 50,46%	T1 (2024): 48%	-	- Conselho Municipal da Beira (CMB) official documents, - Final Evaluation	Not applicable
		OO.12. Status of the integrated urban development plan for Beira Municipality	B2 (2021): Lack of an integrated urban development plan formally adopted and implemented in Beira Municipality	T2 (2025): One integrated urban development plan formally adopted and implemented in Beira Municipality	-	- Official publications from the CMB or the Mozambique Government - Local and national media	
<i>Outcome (s) (Specific objective(s))</i>	SO.1. Conselho Municipal da Beira (CMB) is strengthened in urban governance methods oriented to deliver efficient and sustainable services to resident citizens.	SO.11.1 Percentage of representatives and technical staff of the Municipality involved in the Action who perform their jobs, according to a governance tools' checklist (disaggregated by sex)	B1.1 (2021): 0	T1.1 (2024): 90% (at least 30% W)	-	- Mid-term and Final external Evaluation - CMB official records - Project reports	Interest by the target groups and beneficiaries in taking part in the activities will be maintained throughout the project (e.g., the design and validation of the curriculum, the awareness raising campaign and participatory phase of the pilot project, etc.)

	<i>SO.11.2 Percentage of resident citizens satisfied the quality of the services delivered by the CMB</i>	<i>B1.2 (2021): TBD</i>	<i>T1.2 (2025): TBD</i>	-	- <i>Baseline and Endline Survey</i>	<p><i>The Covid-19 pandemic is sufficiently controlled and adverse climatic events do not prevent the implementation of the actions</i></p> <p><i>Macro-economic outlook at national and regional level continues to be positive throughout the project. Commodity price fluctuations (to which Mozambique's economy is widely exposed) during the project do not create economic shocks.</i></p> <p><i>The political commitment and political stability at national level remain constant or increase; sustainable development challenges remain a priority for Mozambique</i></p>
SO.2 Better and durable quality of life of the resident population in Macuti is secured with regard to urban resilience and greening	<i>SO.12.1 Number of new mechanisms / procedures experienced to adopt participatory urban planning</i>	<i>B2.1 (2021): 0</i>	<i>T2.1 (2024): 2</i>	-	- <i>Mid-term and Final Evaluation</i>	
	<i>SO.12.2 Percentage of Macuti residents who report improvement in the quality of life disaggregated by sex)</i>	<i>B2.2 (2021):0</i>	<i>T2.2 (2024): TBD</i>	-	- <i>CMB official documents</i> - <i>Project reports</i> - <i>Endline Survey</i>	
	<i>SO.12.3 Number of square meters of urban regeneration and greening provided and/or restored in Macuti</i>	<i>B2.2 (2021):0</i>	<i>B2.2 (2024): 600</i>	-	- <i>Final (external) evaluation</i> - <i>CMB official documents</i> - <i>Project reports</i>	
SO.3 Improved prosperity with job creation, in innovative areas of digital transition and circular (environment-friendly) economy	<i>SO.13.1 Number of jobs supported/sustained by the EU with project support * (disaggregated by green jobs/other jobs) [EURF 2.11]¹</i>	<i>B3.1 (2021): 0</i>	<i>T3.1 (2024): 16</i>	-	- <i>Mid-term and Final external Evaluation</i> - <i>CMB official documents</i> - <i>Project reports</i>	

¹ EURF level 2 # 2.11 indicator

		SO.13.2 Number of people using e-governance systems and e-services, induced or facilitated by the Macuti pilot-project (disaggregated by sex)	B3.2 (2021): 0	T3.1 (2024): 150 (at least 50% W)	-	- E-services subscriptions data - Final (external) Evaluation	
Outputs							
	O.1.1 Council Members, General Directors and technical staff of the CMB have acquired or expanded their theoretical-practical knowledge on inclusive and sustainable Urban Management, Local Governance and the Macuti pilot-project	O.11.1.1 Number of Municipality representatives, officials and staff who successfully attended training and awareness-raising actions on urban governance (disaggregated by sex)	B1.1.1 (2021): 0	T1.1.1 (2024): 108	-	- Project reports - Attendance sheets - Training reports - Pre-and post-training tests	Interest, availability and commitment of IFAPA and of Beira Municipality in the implementation and adoption of the training curriculum remain constant. The Covid-19 pandemic is sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.
		O.11.1.2 Level of acknowledgement, by representatives, officials and staff, of relevant background and prospects related to the Macuti pilot project	B1.1.2 (2021): Low level of information held on the pilot project	T1.1.2 (2024): Very good level of knowledge acquired with regard to the pilot project	-	- Project reports - Training reports - Endline Survey	
	O.1.2 Communities of Practice on territorial sustainable development congregating CMB, Bairro Macuti residents and local/international partners are capable and motivated to address common challenges faced at local level	O.11.2.1 Number of Local Authorities' representatives and of civil society representatives participating in the Community of Practice (disaggregated by sex and type of institution represented)	B1.2.1 (2021): 0	T1.2.1 (2024): 128	-	- Database of beneficiaries /participants; - Meetings minutes and other CMB records; - Project reports	
		O.11.2.2 Number of CMB decisions' taken in which the Community of Practice participated	B1.2.2 (2021): 0	T1.2.2 (2024): TBD	-	- Project reports - Meetings minutes and other CMB	

						records;	
<p>O.2.1 A pilot-project aimed to enable a resilient, inclusive and sustainable territory is timely developed and approved by CMB for the Macuti neighbourhood</p>	<p>O.I2.1.1 Status of the pilot-project for the Macuti neighbourhood</p>	<p>B2.1.1 (2021): Non-existence of a project and limited sensitization of the community actors on how to overcome the gaps</p>	<p>T2.1.1 (2024): The Macuti pilot-project is drafted with participatory design approach</p>	-	-	<p>CMB official documents</p> <p>Project reports</p>	<p>Interest by CMB and Macuti Population in taking part in the activities will be maintained throughout the project (the awareness raising campaign and participatory phase of the pilot project, etc.)</p>
	<p>O.I2.1.2 Percentage of participants in the meetings held to plan and launch the Macuti pilot-project that reported a good level of satisfaction (disaggregated by sex)</p>	<p>B2.1.2 (2021): 0</p>	<p>T2.1.2 (2024): TBD % (at least 50% W)</p>	-	-	<p>Survey to be conducted and budgeted by the project</p> <p>Project reports</p>	<p>Macro-economic outlook at national and regional level continues to be positive throughout the project.</p> <p>Commodity price fluctuations (to which Mozambique's economy is widely exposed) during the project do not create economic shocks.</p>
<p>O.2.2 Resilient and safe spaces, Urban Regeneration, Green infrastructures and Recycling Solid Waste Collection interventions are successfully implemented in Macuti neighbourhood</p>	<p>O.I2.2.1 Number of linear metres of drainage channels rehabilitated under the Macuti pilot-project</p>	<p>B2.2.1 (2021): 0</p>	<p>T2.2.1 (2024): 400</p>	-	-	<p>CMB official records</p> <p>Project reports</p>	<p>The political commitment at national level to tackle Mozambique's development challenge is sustained throughout project implementation</p>
	<p>O.I2.2.2 Number of trees planted under the Macuti pilot-project</p>	<p>B2.2.2 (2021): 0</p>	<p>T2.2.2 (2024): 500</p>	-	-	<p>CMB official records</p> <p>Project reports</p>	
	<p>O.I2.2.3 Number of people participating in the field activities of the awareness-raising campaign related to solid waste separation in Macuti (disaggregated by sex and age group)</p>	<p>B2.2.3 (2021): 0</p>	<p>T2.2.3 (2024): 50 (at least 50% W and 60% Y)</p>	-	-	<p>Project reports</p>	

<p><i>O.2.3 Project experience related to the Integrated Urban Design Interventions in Macuti neighbourhood is duly systematized and disseminated</i></p>	<p><i>O.I2.3.1 Number of published studies, articles or papers on the Macuti pilot-project</i></p>	<p><i>B2.3.1 (2021): 0</i></p>	<p><i>T2.3.1 (2024): 3</i></p>	<p>-</p>	<ul style="list-style-type: none"> - Publications - Project reports 	
<p><i>O.3.1 Innovative e-governance solutions(using ICT) are developed for the CMB and associate entities</i></p>	<p><i>O.I3.1.1. Number of innovative solutions implemented</i></p>	<p><i>B.3.1.1 (2021): 0</i></p>	<p><i>T3.1.1 (2024): 1</i></p>	<p>-</p>	<ul style="list-style-type: none"> - Project reports 	<p><i>Interest by CMB, MSMEs and Macuti Population in taking part in the activities will be maintained throughout the project</i></p>
	<p><i>O.I3.1.2 Number of CMB staff successfully trained in Information and Communication Technologies (ICTs) or on the new digital solution (disaggregated by sex)</i></p>	<p><i>B.3.1.2 (2021): 0</i></p>	<p><i>T3.1.2 (2024): 10 (at least TBD % W)</i></p>	<p>-</p>	<ul style="list-style-type: none"> - Training attendance records - Pre- and post-training tests - Project reports 	<p><i>Macro-economic outlook at national and regional level continues to be positive throughout the project. Commodity price fluctuations (to which Mozambique's economy is widely exposed) during the project do not create economic shocks.</i></p>
<p><i>O.3.2 Local government and private sector partnerships and other initiatives related to innovation and job creation are fostered</i></p>	<p><i>O.I3.2.1 Number of partnership agreements signed between CMB and Micro, Small and Medium Enterprises (MSMEs) for the delivery of innovative services related to the Macuti pilot-project</i></p>	<p><i>B.3.2.1 (2021):0</i></p>	<p><i>T3.2.1 (2024): 2</i></p>	<p>-</p>	<ul style="list-style-type: none"> - Signed agreements - CMB official records - Project reports 	<p><i>The political commitment at national level to tackle Mozambique's development challenge is sustained throughout project implementation</i></p>

Activity Matrix

Key activities	Means and Costs	Assumptions
<p>A.1.1.1 Participatory design, customisation and validation of the training curriculum</p> <p>A.1.1.2 Signature of MoU between the CCI (team coordinator & local development and capacity building expert), IFAPA (capacity building coordinator) and CMB</p> <p>A.1.1.3 Training of trainers (ToT) - E-learning</p> <p>A.1.2.1 Training delivered from IFAPA to the Municipality of Beira</p> <p>A.1.2.2 Mentoring IFAPA during training implementation</p> <p>A.1.3.1 Peer-to-peer exchange among Mozambique LAs in relation to specific topics</p> <p>A.1.3.2 Organisation of a summer school on local governance and development strategies targeted at CMB Department's staff and representatives</p> <p>A.1.3.3. Promotion of an exchange programme among Mozambique and Italian LAs for the sharing of knowledge and practices.</p> <p>A.1.3.4 Facilitating the Community of Practices.</p> <p>A.1.3.5 Mentoring the "community</p>	<p>Means</p> <p>Human Resources: HR for activities implementation: Training Coordinator (IFAPA), Facilitator Community of Practices (IFAPA), and Trainers (15) (IFAPA); Training team coordinator & local development expert (CCI), Capacity building officer (CCI), E-Learning Officer (CCI), with the participation of the Integrated Urban Design Coordinator (UNITN) and Comparative Study Local Team Leader (Universidade Zambeze) (including salaries, insurances, visa, and per diem for International travels to Mozambique and International travels to the EU/ITA, National travels within Mozambique (P2P), Participation in Summer School (in Italy), Participation in Peer-to-Peer exchanges (in Mozambique)) (some HR contracted by external implementer in 6. Other).</p> <p>HR for Project management, M&E, Communication & Visibility, and Support (Transversal throughout all work packages/outputs) (some HR contracted by external implementer in 6. Other):</p> <ul style="list-style-type: none"> • Project Coordinator, Project Desk Officer, Project Manager, Junior Project Officer • Head of Administration, Administrator, Local Administrator, Accountant (2), Logistics Officer, Driver, Office Cleaner, Office Security Guard (3) • Communication Manager, Communication Officer, Web designer and content manager <p>Travel: Local flights and transportation in Italy (for the Summer School) and in Mozambique (for the Peer-to-peer exchange and training curriculum delivery), and other travel costs (Transversal for all work packages): International return flights EU-Mozambique, VISA for short-term, Insurances for short-term and long stay.</p> <p>Equipment and supplies: laptops (for training in Mozambique), as well as other general equipment (Transversal for all work packages): Project vehicle (citycar), project motorcycle, Office furniture, Desktop PC, Laptop PC, Monitor and Printer, GPS, IT equipment and cabling.</p> <p>Local Office costs: Vehicle costs (Fuels, Maintenance, Insurance), Office supplies (Stationery, consumables, etc), Telephone and Internet credit, Office adaptation and maintenance.</p> <p>Other costs/services: Interpreters and translation services, and Other services for Visibility & Communication (transversal throughout all outputs): External audit, External mid-term and final evaluation of the Action, Financial services</p>	<p>CMB staff has the ability and dynamism to work in a team and demonstrate interests in the activities;</p> <p>The Covid-19 or other pandemic outbreaks are sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</p>

<p>of practices" development process</p>	<p>(bank account costs), as well as costs for visibility actions: Events in the EU, Events in Mozambique, Production of Multimedia exhibition, Production of Promotional video, Dissemination of results (purchase of social media sponsored content through advertising media partner), Production of audio novel podcast, Visibility Material (stickers, t-shirts, etc.), Dissemination services.</p> <p>Other: CMB Trainings: E-learning modules TOT. Thematic expert for video-lessons, E-learning modules TOT. Technical support in video-making, Tutoring services for Summer School, Training expenditures, Peer-to-Peer exchange (workshop and visit), External Implementer (housing, logistics, external expertises).</p> <p>Costs: Human Resources: € 374.293,33 Travel: € 19.090,00 Equipment and supplies: € 9.768,33 Local office: € 8.667,67 Other costs/services: € 109.946,67 Other: € 385.023,33 TOTAL DIRECT: € 906.788,33</p>	
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<p><i>A2.1.1 Initial policy and field assessment with focus on Safety, Urban Regeneration, and Solid Waste Management</i></p> <p><i>A2.1.2 Drafting of a preliminary project and definition of the interventions for the neighbourhood of Macuti</i></p> <p><i>A2.1.3 Collection of information and feedbacks from the community</i></p> <p><i>A2.1.4 Presentation of the drafts to the Conselho Municipal da Beira</i></p> <p><i>A2.2.1 Realization of awareness-raising campaigns and workshops for the community on good sustainable practices, and the conscious use of public services</i></p> <p><i>A2.2.2 Executive integrated design of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i></p> <p><i>A2.2.3 Implementation of Resilience, Urban Regeneration, Green Infrastructures and Recycling Solid Waste Collection interventions in Macuti</i></p> <p><i>A2.2.4 Opening ceremony in Macuti with local authorities and the community</i></p> <p><i>A2.3.1 Definition of the objectives, terms of references and set up of multidisciplinary working group</i></p> <p><i>A2.3.2 Field research and data collection</i></p> <p><i>A2.3.3 Writing and publication of the</i></p>	<p><u>Means:</u> <u>Human Resources:</u> <i>HR for activities implementation:</i> Pilot Project Coordinator, Integrated Urban Design Coordinator, Urban Design technician (2), Construction Engineer, Junior Field Officer (2), Comparative Study Local Team Leader, Comparative Study Researcher (2), Technical Assistance Expert, (salaries, insurances, visa, and per diem for International travels to Mozambique and International travels to the EU/ITA (some of these HR are contracted by external implementer in 6. Other). <i>HR for Project management, M&E, Communication & Visibility, and Support (Transversal through all outputs) (some of these HR are contracted by external implementer in 6. Other):</i></p> <ul style="list-style-type: none"> ● Project Coordinator, Project Desk Officer, Project Manager, Junior Project Officer ● Head of Administration, Administrator, Local Administrator, Accountant (2), Logistics Officer, Driver, Office Cleaner, Office Security Guard (3) ● Communication Manager, Communication Officer, Web designer and content manager <p><i>Travel:</i> both for activity and transversal for all work packages: International return flights EU-Mozambique, VISA for short-term, Insurances for short-term.</p> <p><u>Equipment and supplies:</u> Waste collection truck, Backhoe, Tools for the greening and maintenance of Beira, Materials and seedlings for urban greening and regeneration (incl. urban furniture), Materials for urban waste management, Maintenance fund for municipal means, Spare parts for waste collection truck and other, Fuels and oils for pilot interventions, Rental of heavy machinery, Materials for awareness raising campaign and workshops in Macuti, Materials for field assessment in Macuti, and Materials for Comparative studies field research, as well as other general equipment (Transversal for all work packages): Project vehicle (city car or similar), project motorcycle, Office furniture, Desktop PC, Laptop PC, Monitor and Printer, GPS, IT equipment and cabling.</p> <p><u>Local Office costs:</u> Vehicle costs (Fules, Maintenance, Insurance), Office supplies (Stationery, consumables, etc), Telephone and Internet credit, Office adaptation and maintenance</p> <p><u>Other costs/services:</u> Scientific publications and scientific dissemination events, Integrated Urban Design Interventions study, Interpreters and translation, and Other services for Visibility & Communication (transversal throughout all outputs): External audit, External mid-term and final evaluation of the Action, Financial services (bank account costs), as well as costs for visibility actions: Events in the EU, Events in Mozambique, Production of Multimedia exhibition, Production of Promotional video, Dissemination of results (purchase</p>	<p><i>CMB staff has the ability and dynamism to work in a team and demonstrate interests in the activities;</i></p> <p><i>The population of Macuti welcomes the initiative and actively participates in the decision-making process and it is interested in the issues addressed and participates actively and proactively in the activities;</i></p> <p><i>The population of Macuti welcomes the changes and interventions proposed by the project;</i></p> <p><i>CMB staff involved in the research participate in data collection and provide relevant information.</i></p> <p><i>The Covid-19 or other pandemic outbreaks are sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</i></p>
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<p><i>comparative study by Universidade Zambeze and Università degli studi di Trento</i></p>	<p><i>of social media sponsored content through advertising media partner), Production of audio novel podcast.</i></p> <p><i>Other:</i> <i>Pilot Greening intervention, Pilot Urban regeneration intervention, Pilot Recycling Solid Waste Collection intervention, Maintenance Services for pilot (urban public spaces), Events for participatory process, Project Macuti presentation event, External Implementer (housing, logistics, external expertises).</i></p> <p><i>Costs:</i> <i>Human Resources: € 288.653,33</i> <i>Travel: € 28.230,00</i> <i>Equipment and supplies: € 9.768,33</i> <i>Local office: € 8.666,67</i> <i>Other costs/services: € 73.321,67</i> <i>Other: € 1.010.603,33</i> <i>TOTAL DIRECT: € 1.419.243,33</i></p>	
<p><i>A3.1.1 Need Assessment of CMB and population on digitization</i></p> <p><i>A3.1.2 Development of innovative digital solution for CMB for the management and delivery of services to citizens according to the findings of the assessment</i></p> <p><i>A3.1.3 Specific technical training sessions for CMB staff on the use and maintenance of the new digital solutions</i></p> <p><i>A3.1.4 Implementation, support and monitoring of the digital solution in the Macuti</i></p>	<p><i>Means:</i> <i>Human Resources:</i> <i>HR for activities implementation:</i> <i>Project Manager, Project Coordinator, Digitization and IT Coordinator, Junior Field Officer (2), PPP Local Coordinator, Technical Assistance Expert, (including salaries, insurances, visa, and per diem for International travels to Mozambique) (some of these HR are contracted by external implementer under 6. Other).</i> <i>HR for Project management, M&E, Communication & Visibility, and Support (Transversal through all outputs) (some of these HR are contracted by external implementer under 6. Other):</i></p> <ul style="list-style-type: none"> • <i>Project Coordinator, Project Desk Officer, Project Manager, Junior Project Officer</i> • <i>Head of Administration, Administrator, Local Administrator, Accountant (2), Logistics Officer, Driver, Office Cleaner, Office Security Guard (3)</i> • <i>Communication Manager, Communication Officer, Web designer and content manager</i> 	<p><i>Interest and participation from CMB technicians selected for digital implementation;</i></p> <p><i>Interest from the citizens who welcome the new digital solution and are in favour of experimentation;</i></p> <p><i>Macuti community interested in the issues addressed;</i></p> <p><i>Presence of MSMEs on the urban territory that can implement the required services;</i></p> <p><i>MSMEs' interest in creating PPP partnerships;</i></p>

<p><i>A3.2.1 Organization of events and meetings between CMB and local MSMEs to create public-private partnerships</i></p> <p><i>A3.2.2 Signature of agreements for innovative services offered by the MSMEs within the project in favour of CMB</i></p> <p><i>A3.2.3 Accompanying the Municipality in its search for funds to maintain the activities of the Project of Macuti and the new public/private partnerships</i></p>	<p>Travel (transversal costs for all work packages): International return flights EU-Mozambique, VISA for short-term, Insurances for short-term.</p> <p>Equipment and supplies: Equipment for digital innovative solution implementation (IT e power generator), as well as other general equipment (Transversal for all work packages): Project vehicle (city car or similar), project motorcycle, Office furniture, Desktop PC, Laptop PC, Monitor and Printer, GPS, IT equipment and cabling.</p> <p>Local Office costs: Vehicle costs (Fuels, Maintenance, Insurance), Office supplies (Stationery, consumables, etc), Telephone and Internet credit, Office adaptation and maintenance</p> <p>Other costs/services: Scientific publications and scientific dissemination events, Interpreters and translation, and Other services for Visibility & Communication (transversal throughout all outputs): External audit, External mid-term and final evaluation of the Action, Financial services (bank account costs), as well as costs for visibility actions: Events in the EU, Events in Mozambique, Production of Multimedia exhibition, Production of Promotional video, Dissemination of results (purchase of social media sponsored content through advertising media partner), Production of audio novel podcast, Visibility Material (stickers, t-shirts, etc.), Dissemination services</p> <p>Other: Events for private-public partnership creation, IT system design, Software development, External Implementer (housing, logistics, external expertises)</p> <p>Costs: Human Resources: € 94.533,33 Travel: € 7.730,00 Equipment and supplies: € 9.768,33 Local office: € 8.666,67 Other costs/services: € 55.321,67 Other: € 432.803,33 TOTAL DIRECT: € 608.823,33</p>	<p>CMB's interest in maintaining the services implemented;</p> <p>The Covid-19 or other pandemic outbreaks are sufficiently controlled and adverse climatic events do not prevent participation in the training and exchange activities foreseen.</p>
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1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
1. Human Resources⁴								
1.1 Salaries (gross salaries including social security charges and other related costs, local staff)⁴								
1.1.1 Technical								
1.1.1.1 Training Coordinator (50%)	Per month	17	800	13,600	Per month	5	800	4,000
1.1.1.2 Facilitator Community of Practices (50%)	Per month	13	650	8,450	Per month	5	650	3,250
1.1.1.3 Urban Design technician (2) (50%)	Per month	32	500	16,000	Per month	22	500	11,000
1.1.1.4 Comparative Study Local Team Leader	Per month	22	1,000	22,000	Per month	2	1,000	2,000
1.1.1.5 Comparative Study Researcher (2)	Per month	40	750	30,000	Per month	2	750	1,500
1.1.1.6 Digitization and IT Coordinator (50%)	Per month	16.5	800	13,200	Per month	4.4	800	3,520
1.1.1.7 Trainers	Per day	54	100	5,400	Per day	11	100	1,100
1.2 Salaries (gross salaries including social security charges and other related costs, expat/int. staff)								
1.2.1 Technical								
1.2.1.1 Project Desk Officer (100%)	Per month	36	3,800	136,800	Per month	12	3,800	45,600
1.2.1.2 Integrated Urban Design Coordinator (100%)	Per month	32	3,900	124,800	Per month	9	3,900	35,100
1.2.1.3 Training team coordinator & local development officer (83%)	per month	30	4,100	123,000	Per month	10	4,100	41,000
1.2.1.4 Capacity Building officer (53%)	Per month	19	3,900	74,100	Per month	9	3,900	35,100
1.2.1.5 E-learning officer (39%)	Per month	14	3,900	54,600	Per month	6	3,900	23,400
1.2.1.6 Web Designer and Content Manager (14%)	Per month	5	3,800	19,000	Per month	2	3,800	7,600
1.2.1.7 Communication Manager (25%)	Per month	9	3,800	34,200	Per month	3	3,800	11,400
1.2.2 Administrative/ support staff								
1.2.2.2 Administrator (25%)	Per month	9	3,800	34,200	Per month	12	3,800	45,600
1.3 Per diem for missions/travel⁵								
1.3.1 Abroad (staff assigned to the Action)								
1.3.1.1 International travels to the EU/ITA	Per diem	82	190	15,580	Per diem	24	190	4,560
1.3.1.2 International travels to Mozambique	Per diem	211	150	31,650	Per diem	60	150	9,000
1.3.2 Local (staff assigned to the Action)								
1.3.2.1 National travels within Mozambique (P2P)	Per diem	6	150	900	Per diem	3	150	450
1.3.3 Seminar/conference participants								
Subtotal Human Resources				767,430				285,180
2. Travel⁶								
2.1. International travel								
2.1.1 International flights EU/Mozambique	Per flight	27	1,500	40,500	Per flight	13	1,500	19,500
2.1.2 VISA for short-term	Per unit	30	250	7,500	Per unit	10	250	2,500
2.1.3 Insurances for short-term	Per unit	30	120	3,600	Per unit	10	120	1,200
2.1.4 Return Flight Italy - Belgium	Per flight	3	150	450	Per flight	1	150	150
2.1.5 Local Transportation in Brussels	per visit	3	100	300	per visit	1	100	100
2.1.6 Transportation in Italy	Per day	6	450	2,700	Per day	2	450	900
2.2 Local transportation								
Subtotal Travel				55,050				24,350
3. Equipment and supplies⁷								

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
3.1 Purchase of vehicles								
3.1.1 Project vehicle (city car or similar)	Per vehicle	1	9,955	9,955	Per vehicle	2	9,955	19,910
3.1.2 Project motorcycle	Per unit	4	2,000	8,000	Per unit	2	2,000	4,000
3.2 Furniture, computer equipment purchase								
3.2.1 Desktop PC	Per unit	2	1,000	2,000	Per unit	2	1,000	2,000
3.2.2 Laptop PC	Per unit	8	750	6,000	Per unit	6	750	4,500
3.2.3 Monitor	Per unit	3	450	1,350	Per unit	2	450	900
3.2.4 IT equipment and cabling	per office	1	2,000	2,000	per office	0.5	2,000	1,000
3.3 Purchase of machines, tools and other								
3.4 Spare parts/equipment for machines, tools								
3.5 Other (please specify)								
Subtotal Equipment and supplies				29,305				32,310
4. Local office⁴								
4.1 Vehicle costs								
4.1.1 Fuels	per month	35	100	3,500	per month	11	100	1,100
4.1.2 Maintenance	per year	3	1,000	3,000	per year	1	1,000	1,000
4.1.3 Insurances	per year	3	1,300	3,900	per year	1	1,300	1,300
4.2 Office rent								
4.3 Consumables - office supplies								
4.3.1 Stationery, consumables and office supplies	per month	35	150	5,250	per month	11	150	1,650
4.4 Other services (tel/fax, electricity/heating, maintenance)								
4.4.1 Telephone credits	per month	35	60	2,100	per month	11	60	660
4.4.2 Internet	per month	35	120	4,200	per month	11	120	1,320
4.4.3 Office adaptation and maintenance	per year	3	1,350	4,050	per year	1	1,350	1,350
Subtotal Local office				26,000				8,380
5. Other costs, services⁵								
5.1 Publications⁹								
5.1.1 Scientific publications and scientific dissemination events	per unit	5	1,750	8,750	per unit	1	1,750	1,750
5.2 Studies, research⁹								
5.2.1 Integrated Urban Design Interventions study	per unit	1	15,000	15,000	per unit	1	15,000	15,000
5.3 Expenditure verification/Audit								
5.3.1 External Audit	per year	3	7,000	21,000	per year	1	7,000	7,000
5.4 Evaluation costs								
5.4.1 External mid-term and final evaluation of the Action	contract	1	20,000	20,000	contract	0	20,000	0
5.4.2 Baseline and Final Survey	contract	1	18,000	18,000	contract	0.5	18,000	9,000
5.5 Translation, interpreters								
5.5.1 Interpreters and translation	lump sum	1	86,000	86,000	lump sum	0.3	86,000	25,800
5.6 Financial services (bank guarantee costs etc.)								
5.6.1 Bank accounts costs	per year	3	480	1,440	per year	1	480	480
5.7 Costs of conferences/seminars⁹								
5.7.1 Catering services	per year	3	1,800	5,400	per year	1	1,800	1,800
5.8. Visibility actions¹⁰								

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
5.8.1 Events in Mozambique	per year	3	4,000	12,000	per year	1	4,000	4,000
5.8.2 Production of Promotional video	per unit	1	3,000	3,000	per unit	1	3,000	3,000
5.8.3 Dissemination of results (purchase of social media sponsored content through advertising media partner)	per year	3	2,000	6,000	per year	1	2,000	2,000
5.8.4 Production of audio novel podcast	per episode	10	4,200	42,000	per episode	3	4,200	12,600
Subtotal Other costs, services				238,690				82,430
6. Other								
6.1 Pilot integrated interventions in Macuti neighbourhood								
6.1.1 Pilot Greening intervention	global amount	2	16,000	32,000	global amount	0	16,000	0
6.1.2 Pilot Urban regeneration intervention	global amount	1	100,000	100,000	global amount	0	100,000	0
6.1.3 Pilot Recycling Solid Waste Collection intervention	global amount	1	40,000	40,000	global amount	0	40,000	0
6.1.4 Maintenance Services for pilot (urban public spaces)	per year	1	15,000	15,000	per year	0	15,000	0
6.1.5 Events for participatory process	event	4	1,500	6,000	event	1	1,500	1,500
6.1.6 Events for private-public partnership creation	event	8	500	4,000	event	0	500	0
6.1.7 Project Macuti presentation event	event	1	4,500	4,500	event	0	4,500	0
6.2 IT system and equipment (CMB)								
6.2.1 IT system design, software development and implementation	per unit	1	45,000	45,000	per unit	0.4	45,000	18,000
6.2.2 Desktop PC	Per unit	4	1,000	4,000	Per unit	4	1,000	4,000
6.2.3 Printer	Per unit	2	350	700	Per unit	2	350	700
6.2.4 Equipment for digital innovative solution implementation within CMB (IT and power generator and power stabilizer)	global amount	1	15,000	15,000	global amount	0	15,000	0
6.3 CMB trainings								
6.3.1 e-learning modules TOT. Thematic expert for video-lessons	per day	30	500	15,000	per day	7.5	500	3,750
6.3.2 e-learning modules TOT. Technical support in video-making	per day	60	300	18,000	per day	15	300	4,500
6.3.3 Tutoring services for Summer School	per day	5	500	2,500	per day	0	0	0
6.3.4 Training expenditures	per day	54	500	27,000	per day	11	500	5,500
6.3.5 Peer-to-Peer exchange (workshop and visit)	per visit	2	3,000	6,000	per visit	1	3,000	3,000
6.4 International travels for the activities								
6.4.1 International return flight EU-Mozambique	Per flight	19	1,500	28,500	Per flight	1	1,500	1,500
6.4.2 VISA for short-term	Per unit	19	250	4,750	Per unit	1	250	250
6.4.3 Insurances for short-term	Per unit	19	120	2,280	Per unit	1	120	120
6.5 Local travel transportation for the activities								
6.5.1 Local Flights	Per flight	10	400	4,000	Per flight	5	400	2,000
6.5.2 Local transportation Summer School in Italy	Per day	5	500	2,500	Per day	0	0	0
6.5.3 Local transportation Exchange Programme ITA-Mozambique	Per day	3	200	600	Per day	0	0	0
6.5.4 Local Transportation P2P exchange in Mozambique	per visit	2	450	900	per travel	1	450	450
6.5.5 Transportation in Italy	Per day	4	450	1,800	Per day	1	450	450
6.6 Purchase of furniture, equipment and tools and maintenance								
6.6.1 Office furniture	global amount	1	7,000	7,000	global amount	1	7,000	7,000
6.6.2 Waste collection truck	per truck	1	90,000	85,000	per truck	1	90,000	90,000
6.6.3 Backhoe	per unit	1	110,000	105,000	per unit	1	110,000	110,000
6.6.4 Tools for the greening and maintenance of Beira	global amount	1	25,000	25,000	global amount	1	25,000	25,000

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
6.6.5 Materials and seedlings for urban greening and regeneration (incl. urban furniture)	global amount	1	60,000	60,000	global amount	0	60,000	0
6.6.6 Materials for urban waste management	global amount	1	8,000	8,000	global amount	0	8,000	0
6.6.7 Maintenance fund for municipal means	per year	3	13,000	39,000	per year	1	13,000	13,000
6.6.8 Spare parts for waste collection truck and other	per year	3	12,000	36,000	per year	1	12,000	12,000
6.7 Per diem HR for the activities								
6.7.1. International travels to Mozambique	Per diem	24	150	3,600	Per diem	14	150	2,100
6.7.2 Participation in Summer School (in Italy)	Per diem	56	190	10,640	Per diem	0	190	0
6.7.3 Participation in Peer-to-Peer exchanges (in Mozambique)	Per diem	30	150	4,500	Per diem	15	150	2,250
6.8 Visibility Actions for the activities								
6.8.1 Events in the EU	per event	2	5,000	10,000	per event	1	5,000	5,000
6.8.2 Production of Multimedia exhibition	per exhibition	2	11,530	23,060	per exhibition	1	11,530	11,530
6.9. Administration Expertise								
6.9.1 Local administrative/support staff								
6.9.1.1 Local Administrator	Per month	35	750	26,250	Per month	11	750	8,250
6.9.1.2 Accountant (2)	Per month	70	360	25,200	Per month	11	360	3,960
6.9.1.3 Logistics Officer	Per month	35	650	22,750	Per month	11	650	7,150
6.9.1.4 Communication Officer	per month	35	550	19,250	per month	11	550	6,050
6.9.1.5 Driver	Per month	35	320	11,200	Per month	11	320	3,520
6.9.1.6 Office Cleaner	Per month	35	148	5,180	Per month	11	148	1,628
6.9.1.7 Office Security Guard (3)	Per month	105	135	14,175	Per month	33	135	4,455
6.9.2 International administrative/support staff								
6.9.2.1 Head of Administration (expat)	Per month	35	3,600	126,000	Per month	11	3,600	39,600
6.9.2.2 Junior Project Officer (expat)	Per month	30	2,200	66,000	Per month	6	2,200	13,200
6.9.2.3 Work permit and VISA for long-stay (administrative/support)	Per unit	4	3,000	12,000	Per unit	2	3,000	6,000
6.9.2.4 Insurances for long-stay (administrative/support)	Per unit	6	1,400	8,400	Per unit	2	1,400	2,800
6.9.2.5 International flights EU/Mozambique	Per flight	6	1,500	9,000	Per flight	2	1,500	3,000
6.10. Technical Expertise								
6.10.1 Local Technical Expertise								
6.10.1.1 Project Coordinator	Per month	35	950	33,250	Per month	11	950	10,450
6.10.1.2 Pilot Project Coordinator	Per month	30	750	22,500	Per month	6	750	4,500
6.10.1.3 Construction Engineer	Per month	30	700	21,000	Per month	6	700	4,200
6.10.1.4 PPP Local Coordinator	Per month	26	700	18,200	Per month	2	700	1,400
6.10.1.5 Junior Field Officer (2)	Per month	56	340	19,040	Per month	16	340	5,440
6.10.2 International Technical Expertise								
6.10.2.1 Project Manager (expat)	Per month	35	3,750	131,250	Per month	11	3,750	41,250
6.10.2.2 Work permit and VISA for long-stay (Project Manager)	Per unit	2	3,000	6,000	Per unit	1	3,000	3,000
6.10.2.3 Insurances for long-stay (Project Manager)	Per unit	3	1,400	4,200	Per unit	1	1,400	1,400
6.10.2.4 Technical Assistance Expertise	Per month	36	2,800	100,800	Per month	12	2,800	33,600
6.10.2.5 Dissemination Expert	Per month	36	700	25,200	Per month	12	700	8,400
6.10.2.6 Per diem for international travels to Mozambique (6.10.2.4 and 6.10.2.5)	Per diem	60	150	9,000	Per diem	60	150	9,000
6.10.2.7 International flights EU/Mozambique	Per flight	9	1,500	13,500	Per flight	3	1,500	4,500
6.10.2.8 VISA for short-term (6.10.2.4 and 6.10.2.5)	Per unit	6	250	1,500	Per unit	2	250	500

1. Budget for the Action ¹	All Years				Year 1 ²			
	Costs	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)
6.10.2.9 Insurances for short-term (6.10.2.4 and 6.10.2.5)	Per unit	6	120	720	Per unit	2	120	240
6.11. Local Logistics, Transportation and Equipment								
6.11.1 Local Flight	Per flight	10	400	4,000	Per flight	3	400	1,200
6.11.2 Other local transportation	Per year	3	500	1,500	Per year	1	500	500
6.11.3 Project vehicle (pick-up 4x4)	Per vehicle	1	32,000	32,000	Per vehicle	1	32,000	32,000
6.11.4 Project vehicle (city car or similar)	Per vehicle	1	9,955	9,955	Per vehicle	1	9,955	9,955
6.11.5 Office furniture	global amount	1	7,000	7,000	global amount	1	7,000	7,000
6.11.6 Desktop PC	Per unit	3	1,000	3,000	Per unit	3	1,000	3,000
6.11.7 Laptop PC	Per unit	10	750	7,500	Per unit	10	750	7,500
6.11.8 Monitor	Per unit	9	450	4,050	Per unit	9	450	4,050
6.11.9 Printer	Per unit	4	350	1,400	Per unit	4	350	1,400
6.11.10 GPS	Per unit	1	400	400	Per unit	1	400	400
6.11.11 Communication/visibility equipment (camera, drone, tripod, other)	global amount	1	2,500	2,500	global amount	1	2,500	2,500
6.11.12 IT equipment and cabling	per office	1	6,000	6,000	per office	1	6,000	6,000
6.12. Local Project Housing								
6.12.1 Fuels	per month	35	500	17,500	per month	11	500	5,500
6.12.2 Maintenance	per year	3	3,000	9,000	per year	1	3,000	3,000
6.12.3 Insurances	per year	3	3,000	9,000	per year	1	3,000	3,000
6.12.4 Rent of project office	per month	35	1,200	42,000	per month	11	1,200	13,200
6.12.5 Stationery, consumables and office supplies	per month	35	300	10,500	per month	11	300	3,300
6.12.6 Telephone credits	per month	35	220	7,700	per month	11	220	2,420
6.12.7 Internet	per month	35	170	5,950	per month	11	170	1,870
6.12.8 Electricity, water, gas and other services	per month	35	300	10,500	per month	11	300	3,300
6.12.9 Office adaptation and maintenance	per year	3	5,400	16,200	per year	1	5,400	5,400
6.12.10 Bank accounts costs	per year	3	960	2,880	per year	1	960	960
6.12.11 Visibility Material in loco (office plaques, stickers, t-shirts)	global amount	1	8,500	8,500	global amount	0.5	8,500	4,250
6.13. Other								
6.13.1 Fuels and oils for pilot interventions	per year	3	6,000	18,000	per year	1	6,000	6,000
6.13.2 Rental of heavy machinery	per day	30	1,100	33,000	per day	1	1,100	1,100
6.13.3 Materials for awareness raising campaign and workshops in Macuti	global amount	1	5,000	5,000	global amount	0	5,000	0
6.13.4 Materials for field assessment in Macuti	global amount	1	2,500	2,500	global amount	0.5	2,500	1,250
6.13.5 Materials for comparative studies field research	global amount	1	2,500	2,500	global amount	0	2,500	0
Subtotal Other				1,828,430				681,148
7. Subtotal direct eligible costs of the Action (1-6)				2,934,855.00				1,113,798.00
8. Indirect costs (maximum 7% of 7, subtotal of direct eligible costs of the Action)				205,439.85				77,965.86
9. Total eligible costs of the Action, excluding reserve and volunteers' work (7+ 8)				3,140,294.85				1,191,763.86
10 Provision for contingency reserve (maximum 5% of 7 'Subtotal of direct eligible costs of the Action')				31,438.15				
11. Total eligible costs (9+10)				3,171,733.00				1,191,763.86

1. The description of items must be sufficiently detailed and all items broken down into their main components. The number of units and the unit value must be specified for each item depending on the indications provided. The budget has to include costs related to the Action as a whole, regardless the part financed by the Contracting Authority

1. Budget for the Action ¹	All Years				Year 1 ²			
	Unit ¹³	# of units	Unit value (in EUR)	Total Cost (in EUR) ³	Total Cost (in EUR)	# of units	Unit value (in EUR)	Total Cost (in EUR)
Costs								

2. This section must be completed if the Action is to be implemented over more than one reporting period (usually 12 months).

3. The budget may be established in euro or in the currency of the country of the Contracting Authority. Costs and unit values are rounded to the nearest euro.

4. If staff are not working full time on the Action, the percentage should be indicated alongside the description of the item and reflected in the number of units (not the unit value).

5. Indicate the country where the per diems are incurred.

Per diems are not considered a simplified cost option for the purposes of Union financing when the Grant Beneficiary reimburses a fixed amount to its staff according to its staff rules and asks for the reimbursement of that same amount in the action budget. That is an actual cost.

Otherwise, if the Beneficiary proposes a reimbursement on the basis of simplified costs option (for instance a "unit cost"), it must specify "UNIT COST per diem" in the "unit value" column and the applicable rates (in any case the final eligible cost may not exceed the rates published by the E.C. at the time of contract signature).

6. Costs for CO2 offsetting of air travel may be included. CO2 offsetting shall in that case be achieved by supporting CDM/Gold Standard projects (evidence must be included as part of the supporting documents) or through airplane company programmes when available. Indicate the place of departure and the destination. If information is not available, enter a global amount.

7. Please separate cost for purchase or rental.

8. Specify the typology of costs or services. Global amounts will not be accepted.

9. Only indicate here when fully subcontracted.

10. Communication and visibility activities should be properly planned and budgeted at each stage of the project implementation.

13. Use "UNIT COST per flight/month/kit etc...".

14. If accepted and subsequently provided for in Art. 7.1 of the Special Conditions, costs actually incurred in relation to a project office used for the action or a portion of these costs can be declared as direct eligible costs by applying a cost apportionment approach. Examples of possible cost distribution keys are:

- the number of staff assigned to the action as a percentage of the maximum total number of staff that could work in the project office;

- the office space occupied for the purpose of the action as a percentage of the total available office space. A description of the project office, the services or resources it makes available, its overall capacity (where applicable), the costs to be apportioned and the proposed distribution key have to be included in the proposal.

The proposed cost apportionment approach has to be presented as an annex to the Budget. The budgeted amount of the costs for which apportionment is proposed has to be indicated in the column "TOTAL COSTS" and "APPORIONMENT" has to be indicated in the column "units". The proposed cost apportionment approach will be assessed by the evaluation committee and the contracting authority. If the proposed cost apportionment approach is not accepted, there are two options: 1) adjust the distribution key in line with the conclusions of the evaluation committee; 2) exclude the costs from the budget.

NB: The Beneficiary(ies) alone are responsible for the correctness of the financial information provided in these tables.