

In December of 2001 the solid waste tax was approved by the Maputo Municipal Council, providing a legal framework for the collection of money for waste disposal. CARE is part of a local government-working group discussing ways to raise the tax within the high-density suburbs and provide an adequate service.

We thought that with the approval of the posture of cleaning of the city that offers to the community groups interested in the management of solid waste, concretely the Number 3 of the article 9, that says the following: *“in the areas without access of the transport of the municipal services, the removal and the garbage transport to the places referred in the previous number, it can be accomplished by the communities properly organised or for private for the effect licensed by Municipal Council, in agreement with the regulation to approve”*, this led the possibilities of CBO’s organised they could put their plan into practice, this aspect will still galvanise more the appearance and the maturity of these groups.

In what tells respect to the CBO “Salubridade Maxaquene” that is devoted to work in the solid waste management, a consultant was hired to work in the elaboration of the statutes of this organisation. As a result of this work this CBO is now called: **U. G. S. M. - UAENE GAMA DE SERVICOS DE MAPUTO, LIMITADA**. The Ministry of Industry and Trade is going inside soon to pass the permit, and at this time we are working for the registration of this in the Trade Conservatory and for the publication in the Republic Bulletin.

CARE, U. G. S. M and the Municipal Department for Solid Waste Disposal are working together to test a model for community-based management of solid waste. The goal of the work is to develop a system in which communities can be contracted by the Municipal Council to support neighbourhood level sanitation services, paid through the “rubbish tax“. The Municipal Council supports this approach and the partners will work together to test the model.

Completely achieved		Partly achieved	X	Not achieved	
Problems encountered and steps taken to overcome them, or other reasons for changes in activities.					
MANAGEMENT OF SOLID RESIDUES					
MAIN VERIFICATIONS <i>findings</i>					
<ul style="list-style-type: none"> ❖ The garbage collection in the urban districts is irregular, worsened by the lack of access and space for the placement of containers inside the neighbourhoods; ❖ The same families pay garbage tax through EDM bills and are charged to pay a service accomplished by the system of CBO's; ❖ The lack of the plan on the side <i>Sanitation</i> of Municipal Directorate of Salubrity and Cemeteries that it can accommodate the operation of CBO's provisory that manage the solid residues collection in the transitory phase. 					

CARE is part of the consultative group on waste disposal in the inner city suburbs, and will be testing a model of community based service provision in the project area. The work will be carried under the auspices of the Ministry of the Environment and the Municipal Department for Solid Waste Disposal. The facilitation process has these situations because we can never accomplish just the activities in the place of the partners to touch them for they wrap up in way more and more active.

Task 13: Outline of task
Youth work in association with sanitation activities

In co-ordination with the youths of existent CBO's in the Municipal District #3 monthly campaigns of vegetation replacement were accomplished (enclosure 1 picture 7), and cleaning in the drainage ditches (see enclosure 1 picture 8, 9, and 10). For the shipment of the garbage collected in the drainage ditches for the garbage can of Hulene was fallen back upon a tractor supplied by the Administration of the District (see enclosure 1 picture 11). Municipal Council of Maputo, through Municipal Directorate of Water and Sanitation, also participate in these work of cleaning supplying in each day material of cleaning and T-shirts with educational messages as it documents the image (see enclosure 1 picture 9).

For besides visual material were distributed such as pamphlets, taps also numbers of traditional dance and theatre exhibited turned to fear of education on behaviour changes in water and sanitation areas. Referred campaigns had as objective to teach the communities in the conservation of the water sources, as well as the residents involvement in cleaning activities of the drainage and ditches as form of prevention of diseases and/or erosion.

They were strengthened and equipped the youth community based organisations used in these campaign namely:

- **Grupo Cultural Manemba;**
- **Colectivo de Teatro Syngaivona;**
- **Grupo Timbila Muzimba and**
- **Salubridade Maxaquene now U.G.S.M..**

In the referred period, was received in the area of the project visits of consultants linked with the project of Strategy of Environmental Management - Area of Great Maputo of MICOA. It was purpose of this visit to see "in loco" the activities accomplished as well as changing impressions with the representatives of CBO's that are involved in the program of environmental health promotion (see enclosure 1 picture 12 and 13).

In the periphery of the neighbourhood Polana Caniço "A" where roads of accesses exist, the Municipal Department for Solid Waste Disposal has been putting in some points containers so that the city dwellers can deposit the garbage (see enclosure 1 picture 14). It is in this sense, that this young during the campaigns pass messages for the residents to

force them to in an orderly way to deposit the garbage in this places. For those who lives in the areas of mushrooming house were informed to wait for the Administration's tractor that passes twice a week inside the neighbourhood to collect the solid residues.

The community resident in these neighbourhoods has been collaborating in this work, avoided the deposit of the garbage inside the ditches so that the drainage ditches can stay for long clean periods of time. As results of this children pass their spare times using her intelligence and these infrastructures for some exercises (see enclosure 1 picture 15).

CARE has worked increasingly with youth groups in the project area in order to promote their sense of belonging and responsibility to the neighbourhood. They have worked on a number of surveys and participated in training courses on the environment. Through the project youth groups have been linked to a movement that is supporting the forming of youth associations. Links to this group will be beneficial for the young people in the project area, as they will be able to participate in training events and share experiences with other groups in the city with similar aims. As the groups become more organised and have higher self-esteem, the impact that they have on the neighbourhood will multiply.

Completely achieved	X	Partly achieved		Not achieved	
Problems encountered and steps taken to overcome them, or other reasons for changes in activities.					

Task 14: Outline of task

Lessons learnt Documentation from the project area

Understanding Governance

CARE began to look at urban problems using the governance lens, as it was better suited to describe the activities carried out under the project. The idea of governance allows us to move between different layers of the issue facing the populations and make appropriate linkages. By using a governance framework we can identify where a NGO, community-based organisation or the local authority can act effectively.

A governance approach requires that we can identify the strengths and weaknesses of all the stakeholders in the urban setting and understand how these different elements interact.

The initial reaction of communities in most cases is to say the **government** should resolve their problems, i.e. government should repair the water system, government should built schools and provide free schooling, government should provide free medical treatment, and government should prevent crime. However, the local authority is

extremely weak, under-resourced and unsure of its new position as a democratic and responsive government.

In order to try to counteract these aspects of urban life one of the strategies employed by the project was capacity building with the newly elected municipal council with a view to providing a real possibility for promoting good governance through training in both technical and public service skills. The work carried out with the Municipal Council highlighted the need to invest in long-term sustainable capacity building initiatives with the local authorities. The weakness of the local authority has a detrimental effect on the services provided and a negative impact on the livelihoods of the poorer households. Increased and improved representation and improved service delivery mechanisms are an extremely important part of good governance.

CARE has invested heavily in the establishment of relationships through capacity building. This is in accordance with the project's vision of itself as a **facilitator and agent for change**, and its understanding that for institutions like the young municipal councils, **their ability to move forward is hindered chiefly by their lack of strategic skills and capacities**, and the lack of appropriate operational systems. Capacity building has been undertaken at a range of levels, using a variety of methods. One unusual method employed, in addition to more conventional training and skills building, has been the use of issue-based workshops/meetings involving multiple stakeholders. These events serve as an avenue of information sharing, and as a forum for the sharing and mediation of different perspectives, often through the use of participatory facilitation techniques. The workshops have generally led to the formation of inclusive working groups that are engaged in resolving the problems identified during the workshops.

Success can be claimed in the area of both water and sanitation. Although the success is partial and there still needs to be reflection about the impact on health and economic security for the most vulnerable communities.

Examples of impact:

1. **Water supply.** Within the context of a privatised water supply system in the city of Maputo, CARE - Kuyakana was instrumental in establishing dialogue between the major actors; the water company, the regulatory council, the municipal council and the communities. The result was a **management framework for standpipes, which** sets up a social contract between the private operator (of the standpipes) and the community served by the water point. The operator signs the contract with the private company but only after a selection process involving the community water structures. The committee will monitor the service offered and will be conduit for dialogue with the regulatory council and the municipal authority.
2. **Sanitation Services.** Work on sanitation has been carried out on a number of levels. Community activists have participated in awareness training and are now active in the community-disseminating message through drama, dance and music. The engagement of young people in this activity has been surprisingly easy and

there is a core of people who are now taking a keen interest in both sanitation and environmental issues that affect the neighbourhood.

3. **CBO's.** On another front Kuyakana is working with a small community based private enterprise for solid waste collection. The initiative started with a small group who charge a monthly fee for rubbish collection in one of the most densely populated neighbourhood in the district. The scheme works well, but was threatened by the introduction of a citywide sanitation tax, that would have taken away the income source for the initiative. Kuyakana has worked to create dialogue between the Municipal authorities, and the small enterprise to ensure a) the continuation of the service in the neighbourhood and b) the acceptance by the Municipal authority of the place of community initiatives in the city sanitation policy. Kuyakana was working with the enterprise to legalise their status, which will enable them to celebrate a contract with the municipal authority under the favourable municipal sanitation policy.

A summary lessons learnt documentation on the issues above was produced at the end of first year of the implementation of this project “. The document in reference will be discussed from 29 to 31 March 2004, Lusaka, Zambia in a workshop with the CARE's family where are in progress initiatives of **Building governance in cities.** On the other hands, the task forces is preparing the 2nd seminar that will held on May 2004 in Maputo, where the different entities will evaluate their involvement and achievements. CARE will also present the documentation on the lessons learnt and a **vision for the future in the New Model of Standpipes Management (NMSM) inside the PPPUE Programme.**

4. ASPECTS OF THE PROJECT WERE PARTICULARLY SUCCESSFUL

4.1. Relationship with the Municipal Government

Work carried out with the Municipal Government has proved to be more successful than initially foreseen and a relationship of mutual trust has developed between the Municipal Council and CARE. CARE is at present preparing collaborative proposals for institutional strengthening with three key departments in the Municipal Council.

- **MWSD** – Municipal Water and Sanitation Department
- **MAF** - Municipal Administration and Finances
- **MWRDD** - Municipal Water and Rural Development Department

4.2. Projects facilitation role in problem solution

The PPPUE/CARE project has consistently encouraged facilitation as a model for intervention during the life of the project. This method was part of the pilot experience of working in urban settings. The method has been successful in a number of ways, for example:

- By viewing the project staff as **facilitators of processes** rather than **implementers** it has been possible to encourage the team to enhance their understanding of the complex urban situations. They faced, with a view to consensual problem solving.
- The method obliges the field workers to understand how processes work in any given situation, identify key players and bring together all relevant stakeholders.
- By gaining a clear understanding of the complexity of situations and promoting communication and transparency between parties, trust and confidence are built between actors.

5. CONSTRAINS

Imports to point out that the fieldwork in spite of being to try significant progresses some embarrassments exists to highlight:

1. The non existence of a clause inside of NMSM that clarifies the procedure that should be taken in relation to the older and orphans that don't have money for the payment of the water that they fetch daily. At this time some of them don't receive the pension that is given by INAS.
2. The company Electricidade de Mozambique set up in some systems of water supply the pre-paid mode or "CREDELEC". These demonstrate no practical because AdeM did not restores the energy on time of supplying water to the users without interruption
3. Some standpipes included by Institutional Model of Standpipes Management (IMSM) are tied to small systems supplied by holes, and, the users did not accept to pay the prices that IMSM proposes. They support the idea that the water belongs to them (the water is in the underground of his neighbourhood). For this circumstance AdeM should just control the systems that are supplied for the net;

6. ENCLOSURES

Enclosure 1 – Pictures showing the several moments of the fieldwork accomplished in the area of the project.

Enclosure 2 – 2nd version of the Operator's Manual.

Enclosure 3 - Pamphlet on the model of standpipe management for the exclusively use of the users and standpipes operators.

Enclosure 4 - Pamphlet on the basic cares of hygiene and importance of the water supply system. Published in the community in general in the neighbourhoods where is implemented the New Model of Standpipes Management.

Maputo, March 2004

Picture 13: Mrs. Maria Justiniano consultant from MICOA join the team to see “in loco” how the youth participate during the campaign of environmental health.

Picture 14: In the periphery of the neighbourhood Polana Caniço “A” where roads of accesses exist, the Municipal Council has been putting in some points containers so that the city dwellers can deposit the garbage.

Picture 15: Children pass their spare times using her intelligence and these infrastructures for some play and exercises.

ENCLOSURE 2

2nd version of the Operator's Manual

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