CESC.

CENTRO DE APRENDIZAGEM E CAPACITAÇÃO DA SOCIEDADE CIVIL

ANNUAL NARRATIVE REPORT (JANUARY TO DECEMBER 2021)

Maputo, January 2021

USAID DO POVO DOS ESTADOS UNIDOS

Canada

PAANE

Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development and Cooperation SDC

Kingdom of the Netherlands

Department for International Development

giz Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

World Vision

USDA

OSISA
Open Society Initiative for Southern Africa

Pestalozzi Children's Foundation

TOTAL
E&P MOZAMBIQUE AREA 1, LIMITADA

AAJC

Centro de Formação Jurídica e Judiciária

FNDS
Fundo Nacional de Desenvolvimento Sustentável

LIST OF ACRONYMS AND ABBREVIATIONS

AAAJC	Association of Support and Legal Assistance to Communities
OHCHR	United Nations High Commissioner for Human Rights
ADE	Direct Support to Schools
AENA	National Rural Extension Association
AM	Municipal Assembly
AMMCJ	Mozambican Association of Women in Legal Careers
AMPDC	Mozambican Association for the Prevention of Natural Disasters and Community Development
AR	National Assembly
ATGE	Attendance and Transparency in School Management
AVTG	Teresa Grigolini Widows Association
BI	Identity Card
CA	Evaluation Committee
CAVATECO	Model/Community land delimitation system
CoA	Accommodation Centres
EC	School Council
CCGH	Co-Management and Humanisation Committees
CDD	Home Distribution Centre
CDD	Centre for Democracy and Development
CGE	State General Account
CSP	Primary Health Care
CESC	Civil Society Learning and Capacity Building Centre
CFA	UK Conduct Financial Authority
JTC	Centre for Legal and Judicial Training
CGRN	Natural Resources Management Committee
CIP	Centre for Public Integrity
CNDH	National Commission for Human Rights
COVID - 19	Coronavirus Disease
CPC	Community Score Card
CR	Resettlement Centres
CSB+	Corn Soy Blended Plus
DC	Community Dialogue
DDR	Disarmament Demobilisation and Reintegration
DHM	Women's Human Rights
DPEDH	Provincial Directorate of Education and Human Development
DPEF	Provincial Directorate of Economy and Finance
DPS	Provincial Directorate of Health
DUAT	Land Use and Development Rights

Deustche Welle	German Public Broadcasting Corporation
EB	Basic Education
ECEB	Community Engagement in Bilingual Education Project
ECW	Education Cannot Wait' Programme
EP1	Primary school 1º grade (teaches 1st to 5th grades)
EPC	Complete primary school (teaches 1st to 7th grade)
ECT3	Together raising children - phase 3
FAE	School Support Fund
FC	Community Funds
FCCEs	Capacity Building of School Councils
FDS	Defence and Security Forces
FDC	Community Development Fund
FLCS/UEM	Faculty of Arts and Social Sciences, Eduardo Mondlane University
FOMMUR	Mozambican Forum of Rural Women
FONAGNI	Forum of Non-Governmental Organisations of Niassa
FNDS	National Fund for Sustainable Development
FMO	Budget Monitoring Forum
IMF	International Monetary Fund
GESPRO	Project Planning, Budgeting, Monitoring and Reporting System
GoM	Government of Mozambique
GFP	Public Finance Management
GIZ	German International Zusammenarbeit (German Development Cooperation)
GMD	Mozambican Debt Group
IEC	Information, Education and Communication
IFP	Teacher Training Institute
LOE	State Budget Law
LUR	Land Use Rights
MASC	Civil Society Support Mechanism
MoU	Memorandum of Understanding
MEL	Monitoring Evaluation and Learning
MEPT	Education for All Movement
MEF	Ministry of Economy and Finance
MISAU	Ministry of Health
MOPHRH	Ministry of Public Works, Housing and Water Resources
MINEDH	Ministry of Education and Human Development
MAM	Mozambique Asset Management
MTA	Ministry of Land and Environment
MULEIDE	Women, Law and Development Association
NAFEZA	Nucleus of Women's Associations of Zambezia

OCBs	Community Based Organisations
ODM	Millennium Development Goal
OE	Strategic Objective
OM	Women's Observatory
OMR	Rural environment observatory
OP	Participatory Budgeting
CSOs	Civil Society Organisations
Oxfam	Oxford Committee for Famine Relief
PAANEII	Non-State Actors Support Programme (phase 2)
PACOs	Joint Action Plans
IDP	Internally Displaced Persons
PE	Strategic Plan
PEBE	Basic Emergency Plan
PES	Economic and Social Plan
PESOP	Economic and Social Plan and Provincial Budget
PESOCEP	Economic and Social Plan and Budgets of the Provincial Executive Council
PIP	Program Implementation Plan
WFP	World Food Programme
PP	Participatory Planning
PQG	Five-year Government Plan
PRM	Police of the Republic of Mozambique
PROMURA	Association for the Protection of Women and Girls in Cabo Delgado
RC	Community Radio
RDP	Public Expenditure Tracking
RN	Natural Resources
ROSC	Civil Society Forum for the Rights of the Child
SADC	Southern African Development Community
SAGEPT	Education for All Global Action Week
SERNIC	National Criminal Investigation Service
SDAE	District Services of Economic Activities
SDEJT	District Office of Education, Youth and Technology
SDPI	District Planning and Infrastructure Service
SMI	Maternal and Child Health
SPA	Provincial Services of Agriculture
STAR-G	Successful Transition and Advancement of Rights for Girls' Programme
STV	Soico Television
SISTAFE	State Financial Administration System
ICT	Information and Communication Technology
TVM	Mozambique Television

EU	European Union
UNICEF	United Nations International Children's Emergency Fund
USs	Sanitary Units
USAID	United States Agency for International Development
VBG	Gender Based Violence
VCC	Violence Against Children
WASH	Water, Sanitation and Hygiene
WIP	Women Intermediary Partners
WROs	Women Right Organizations
WVL	Women Voice and Leadership
ZIP	Zone of Pedagogical Influence

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EXECUTIVE SUMMARY

This document presents the results achieved by the Civil Society Learning and Capacity Building Centre (CESC) during the year 2021, the challenges encountered, the (re) orientations/adaptations made in order to achieve the envisaged results and the lessons learned.

The context in which we operate in 2021

Regarding the context in which CESC operated, it was noted that Mozambique is going through a challenging phase in which several factors have simultaneously exacerbated and exposed its structural weaknesses. In 2021, it was noted that various factors of a Political and Military, Social, Economic and Environmental nature influenced the implementation of the CESC Annual Plan and determined the scope and quality of the results. On the Political and Military front, firstly, the extreme violence in Cabo Delgado characterised by attacks, killings of civilians including children and women, occupation of some district headquarters and consequent internal displacement of the population to safer areas. Secondly, the occurrence of attacks in the centre of the country perpetrated by the RENAMO military junta, which tended to cease in the last months of the year. In addition to these two factors, there has been an intensification of the violation of Human Rights (HR), specifically of women and girls in the conflict zone, as well as the closure of civic space. The closure of civic space has been manifested by increased repression of freedom of expression, particularly of human rights activists and journalists, inhibition and/or limitation of peaceful protests and co-optation and inertia of legally established spaces for participation won by citizens.



The above context affected the performance of CESC in relation to what was planned and obliged CESC to adjust its actions. The armed attacks in Cabo Delgado, led to the suspension of the activities of the Capacity Building Project to the Quitunda Primary School in Palma district and on one hand, this situation created a humanitarian situation never before seen in the country and the majority of IDPs were hosted in the districts of Ancuabe and Montepuez, where CESC implements part of its programme and therefore local needs focused on shelter, food support, education, health, water and sanitation.

To address the military political context and the humanitarian situation in Cabo Delgado, CESC has created a working group that reflects on the situation on a weekly basis and through its

Allied partners (MULEIDE, PROMURA, AMMCJ and ROSC), CESC has been engaged in the distribution of dignity *kits*, provision of legal and psychosocial assistance directly in the IDP reception centres in order to alleviate support and mitigate the trauma experienced by girls and women. The CESC also carried out some advocacy to increase the availability of basic services, including the provision of identity documents. The CESC, in collaboration with the ROSC and FDC, joined the UN (UNHCHR and UNICEF) in seeking ways to stop human abuse of women and children by terrorists and SDS, and to build the capacity of actors (SDS, civil society organizations) to address, protect and treat children and women in situations of violence.

In the social and economic context, the COVID-19 pandemic and the restrictive measures imposed throughout the year, had a negative impact on the implementation of CESC activities as well as on the family economy. There was also an unusual variation in the exchange rate during this period, from an average of 70 meticais per US dollar since mid-2020 to around 54 meticais in the months of April and May, and currently (1 December 2021), a slight stabilization at an average of 63.83 meticais per US dollar[1] . This situation has affected some CESC projects and in order to face this scenario the institution revised the plans and readjusted the budget of the projects.

Finally, the environmental situation also brought challenges. This year saw three tropical storms Aloise, Chalane and Guambe, which devastated several areas and affected the assets, resources and livelihoods of various communities in the country, including school and health infrastructure and the ability of communities to access these and other priority services. These cyclones also caused the destruction of the offices of the Anandjira Association, a CESC partner in Sofala (Beira). Consequently, the implementation of this partner's activities was affected and CESC saw the need to assist in the replacement of assets destroyed by the storms.

The general context and the specific contexts of the project sites required the CESC to be "vigilant", proactive and adaptive management in order to circumvent the negative impacts as well as to explore and enhance the opportunities arising from them.

The achievement of results

Regarding results in 2021, the CESC carried out activities directly and through partners in 46 Districts of the 11 provinces of the Country and also carried out advocacy actions at central level linked to the 3 pillars of the Strategic Plan.

During the year under review, a total of 138 project performance indicators were evaluated, of which 71% showed good execution (i.e. above 95% of expected), 11% were reasonably

[1] Data from the Bank of Mozambique available at https://www.bancomoc.mz/Files/TCIB/ZCAM102_01122021.pdf

executed (i.e. between 80% and 95%), and the remaining 18% had low execution (i.e. below 80%).

AVALIAÇÃO DE DESEMPENHO ANUAL DOS INDICADORES						
Grau de Realização	Score	# Indicadores	Pilar I - Capital Humano	Pilar II Recurso Naturais	Pilar III Financas Públicas	Media Anual
Baixa Execução	ate 80%	35	28%	11%	15%	18%
Rasoavel Execução	80% a 95%	16	12%	11%	10%	11%
Boa Execução	> 95%	87	60%	78%	75%	71%
TOTAL		138	100%	100%	100%	100%

Results Achieved and Highlighted Actions

During the period under review, several results and changes were achieved.

PILLAR I: HUMAN CAPITAL

This pillar, which encompasses the areas of Education, Health and Women's Rights, had the following major results:

In the area of education

a) In the 714 schools in the 28 districts of the country where CESC works in education, a total of 199 girl and boy students were recovered who had dropped out in the following situations: in premature unions (15), living far from school (17), serving as child labourers (13) and through nomadism (154).



The approaches used included: (i) Training and mentoring to School Councils and these in turn exercised their recovery role for the students; (ii) Community Dialogues and (iii) promotion of Counselling Mothers.

b) Improved functioning of the procurement committees and application of the Direct Support to Schools (ADE), resulting from the capacity building of the school councils and the procurement committee which resulted in:

- Rehabilitation of school infrastructures (classrooms in particular)
- Infrastructure construction (teachers' houses, classrooms, latrines)
- Distribution of material to underprivileged students
- Purchase of hygiene and consumable materials for the school
- Participatory decision making on purchases and Publication of purchases made in the school shop window.



c) Acceptance of Bilingual Education in Zambezia and within this some significant changes include:

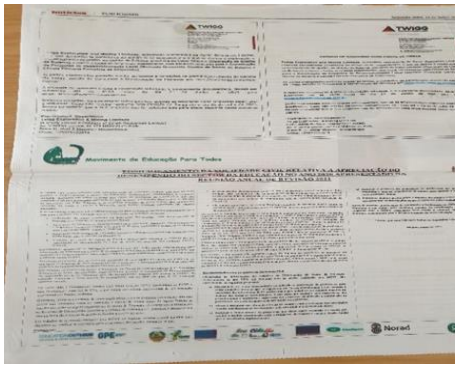
- Parents and carers support their children's learning at home;
- Parents and students search for supplementary materials in local and Portuguese language to read at home; e,
- Parents transfer pupils from monolingual to bilingual schools



d) Increased advocacy for provision of quality education in times of COVID-19 through:

- Published Civil Society position on education performance, planning and budgeting and acknowledgement by MINEDH of the importance of the results of the monitoring reports carried out by MEPT and CESC which help to have an overview on environment and school safety in the context of COVID-19;
- Shared a proposed revision of indicators for the strategic plan for Education in Emergencies, where one of these has been incorporated by MINEDH;
- Contributions were made, in the 'MINEDH school feeding task force' so that school feeding in primary education is approved and legislated.





<u>In the area of Health and WASH</u>

a) Increased level of demand for basic health services with an emphasis on institutional deliveries due to women's participation in community dialogue sessions and dissemination of the Charter of the Rights and Duties of the patient in the community;

b) Improved *accountability* between service providers and community by increasing the space for interaction between communities and health services in the provision of water and sanitation under COVID-19 and engagement of communities in the management of quality service delivery through the Co-management and Humanisation Committees and through follow-up and implementation of recommendations from the monitoring of services collected based on the application of the Community Scorecard (CPC);

c) Established and strengthened the capacity of 20 Co-Management and Humanization Committees, where they participate in the reception of medicines, inform their community about the *stock of* medicines in the Health Unit (US) organize and participate in the cleaning and hygiene days of these USs;



d) Increased engagement of women in spaces for intra-community dialogue and interaction, through the Co-management and Humanisation committees;

e) Campaign launched to publicise the decree that makes access to health care not conditional on clothing.



<u>In the area of women's rights:</u>

a) The Women's Observatory (OM) was established and is already showing signs of vitality around women's development demands. OM has been acting as a sentinel for situations of violence and has positioned itself as an engagement space for accountability and advocacy by stimulating an active and broader community around women's issues. In addition, OM has filed a criminal complaint in the N'Dlavela case (a case of rape and abuse of women prisoners denounced by the IPC Survey) and constitutes itself as an assistant in representation of women's organisations and moves towards establishing itself as a platform for dialogue with the Government and other State institutions.





b) The return of organisations to the mobile and recovery of their space and protagonism (and visibility) in the role of empowering women, as a result of the platform "Women with Life", in response to COVID-19, which engaged 36 organisations from all over the country;







c) Emergence of new movements, groups of women's collectives that do not conform to the traditional form of organization and functioning, but tend to create new formats, contents (obstetric violence, solidarity economy) and innovative dynamics of mobilization (digital activism, mentoring for the development of internal power, safe spaces, entertainment for trauma relief) of engagement and protection of women's rights, including exploring digital resources, (Saber Nascer and ASCHA ELAT);



d) Campaign on the 16 days of women's rights activism to raise a discussion on gender-based violence and promote solidarity among women at national level;

e) Launch of the EU+ campaign to disseminate the law against premature unions (LUR) which is still not well known. It is hoped that with this campaign, a reduction in the number of premature unions, more denunciations, and better protection of the rights of the girl.

PILLAR II: NATURAL RESOURCES

In the area of natural resource governance, the following results were achieved:

a) 54 Community Funds[2] (CF) have been created and legally registered in Niassa (4 Mavago, 4 Marrupa, 8 Nipepe, 4 Muembe); Zambézia (6 Mulevala); Nampula (4 Angoche, 4 in Murrupula, and 8 in Moma); Cabo Delgado (4 Namanhumbir, 1 Ancuabe); Tete (3 Moatize and 4 Marara), and are in the process of issuing DUATs;





b) Delimited 10 community lands in the process of delimitation of individual parcels (3 Marrupa, 2 in Nipepe, 2 in Chimbunila and 3 in Muembe);

c) 16 Business Plans prepared (Niassa, Nampula and Zambézia);

d) 7 CF's already receive funds from the 20% (3 Marrupa, 1 Nipepe, 2 Chimbunila, 1 Sanga) and implement projects to develop their communities;



e) 50 Para-Legals trained: 21 in Niassa (7 Chimbunila; 2 Mavago; 5 Marrupa, 4 Muembe; 4 Nipepe); 16 in Nampula (8 Angoche; 8 Murrupula); and 12 in Zambézia (12 Mulevala); 2 illegal exploiters seized by Para-Legals; 30 cases of strategic litigation raised.

f) One hundred and twenty (120) Magistrates/Judges, Prosecutors, SERNIC and IPAJ agents trained in strategic litigation related to natural resources in Nampula, Niassa, Zambézia and Manica provinces;



g) Positioning CESC as a relevant institution in the area of natural resources through studies and conferences, namely:

- International Conference on Extractive Industry in coordination with IESE;

[2] Community based entities, with community members, legally recognised by Decree nº 63/2020 of 7 August, whose motto is to promote community development. CESC is promoting CF, with a view to organising communities to receive the funds from the exploitation of natural resources from their communities and thereby promote wealth for themselves in a transparent and inclusive manner.

- Five studies on: (i) community fees from natural resource exploitation, commonly known as 20% and 2.75% to influence the model for channelling funds to communities; (ii) Poaching and human rights; (iii) Women and land in collaboration with FLCS/UEM, with the aim of influencing the revision of the land legal framework, (iv) "Illegal exploitation of mineral resources and violation of human rights in Cabo Delgado" in collaboration with CDD and (v) Natural resources and potential for armed social conflict in Northern Mozambique.

PILLAR 3: PUBLIC FINANCES

In the area of public finance management, noteworthy results include:

a) The Banks involved in the hidden debts were fined for the irregularities in the loans to Mozambique, namely Credit Suisse and VTB. Credit Suisse in this context cancelled USD 200 million of Mozambique's debt;

b) FMO continues to influence the hidden debt process, particularly in relation to the extradition of Manuel Chang to the USA, the Maputo trial and debt restoration (as a result of the recognition of the flaws in the procedures of the banks involved);

c) Influenced planning at local level, the following actions have been registered in the PESOD of the Lago district:
   - Hiring of 50 Primary School Teachers;
   - Raising the level of education from 1st to 2nd Cycle at Cóbuè Secondary School;
   - Seventeen (17) issues raised in the Public Expenditure Screening, Social Audit and Community Score Card were influenced in the planning of the Administrative Posts;

d) Influenced decision making and accountability of public managers as a result of the Public Expenditure Screening in Montepuez, in this scope were made:
   - Change of the ADE management team and capacity building of technicians and managers;
   - Termination and demotion of 6 head teachers, 1 pedagogical deputy and 1 head of the secretariat.
   - Monitoring of ADE funds in schools by the Montepuez District Attorney's Office and the Provincial Secretariat as a follow-up to recommendations made by the CESC.

e) The connection between CESC and Governmental Supervisory institutions (e.g. Niassa Provincial Assembly) is consolidated.

PILLAR 4: INSTITUTIONAL DEVELOPMENT

To accompany the growth of the CESC, the focus of the CESC was concentrated on the following actions:

a) *Strategic partnerships were* established with: i) the Office of the Ombudsman and the National Human Rights Council (through a memorandum of understanding); ii) UNICEF, Delaire Institute, FDC, ROSC on human rights in conflict contexts; iii) OHCHR, FDC, ROSC and WLSA on capacity building on human rights for CSOs;



b) 47 *agreements* signed with 47 partners and mobilized resources equivalent to 76,825,633.18 MT (Seventy-six million eight hundred and twenty-five thousand six hundred and thirty-three meticais and eighteen cents)
c) Improved *visibility of the CESC* and its initiatives through *media* appearances and highlights (TV, radio, newspaper and digital media),
d) Improved *management, control and use of* internal and regulatory *procedures* (internal and external audits, review and updating of regulatory instruments)
e) Strengthened internal CESC *policies, systems and procedures as* well as mobilised more human resources;
f) Held 7 meetings of the governing bodies as planned.

The CESC in 2021 supported 63 organizations and local groups throughout the country, of which 47 new agreements and 16 multi-year agreements signed in 2020 with an annual budget of 117,386,033.63 MT (One hundred and seventeen million three hundred and eighty six thousand thirty three meticais and sixty three cents), of this amount 72,108,984.90 (Seventy two million one hundred and eighty eight thousand nine hundred and eighty four meticais and ninety cents) was executed, which corresponds to an execution level of 61%.

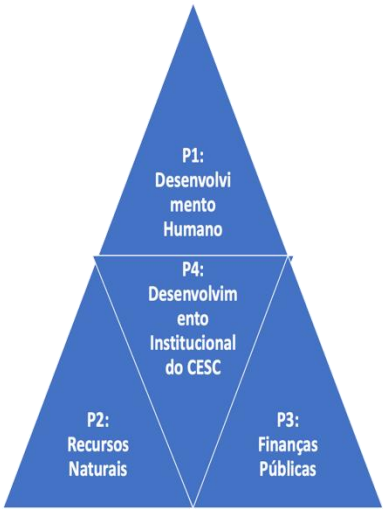
For the year 2021, an initial budget of 404,589,091.16MT (Four hundred and four million, five hundred and eighty-nine thousand, ninety-one meticais and sixteen cents) was planned. However, throughout the year CESC managed to sign new contracts, which allowed the budget to be updated to 447,420,795.08MT (Four hundred and forty-seven million, four hundred and twenty thousand, seven hundred and ninety-five meticais and eight cents). This increase of 42,831,703.91MT (Forty-two million, eight hundred and thirty-one thousand, seven hundred and three meticais and ninety-one cents), equivalent to 11% in relation to the initial budget, results from the signing of 5 (five) new contracts, with AAAJC, GIZ, EOL, EKN and DAI for the areas of natural resources, education, human rights and democracy, health and wash, respectively.
Overall, the 2021 budget represents an increase of 27% compared to 2020. In the same period under analysis, 364,779,994.64MT (Three hundred and sixty four million, seven hundred and seventy nine thousand, nine hundred and ninety four meticais and sixty four cents) were spent, which corresponds to an execution level of 82% of the total budget value.

IINTRODUCTION

The Civil Society Learning and Capacity Building Centre (CESC), with more than 12 years of existence, is a non-profit institution, dedicated to capacity building of citizens and Civil Society Organisations (CSOs) active participation in socio-economic and political development processes, through the promotion of tools and facilitation of civic engagement, in learning sharing, monitoring and advocacy, in favour of public policies that respond to citizens' needs.

In the framework of the implementation of its third Strategic Plan (PE-2020-2024), CESC has the following general objective: "**Contribute to the Reduction of Poverty, Inequalities and Social Exclusion**", through interventions in four Strategic pillars, namely:

- **PILLAR I: HUMAN CAPITAL (Education, Health and WASH, Women's Rights)**: Access to quality basic services: Education, Health and WASH;
- **PILLAR II: NATURAL RESOURCES**: Sustainable and inclusive governance of the Exploitation of Natural Resources;
- **PILLAR III: PUBLIC FINANCES**: Inclusive, transparent, accountable and effective management of public finances;
- **PILLAR IV: INSTITUTIONAL DEVELOPMENT**: Strengthening the institutional capacity of the CESC.



In order to implement these objectives of the EP the CESC set out to:

- Mobilising the active participation of citizens and civil society organisations in local development processes;
- Build capacity of local CSOs /OCBs (Community Based Organizations) to engage with providers and decision makers in public service delivery of Education, Health and WASH;
- Facilitate engagement between citizens, CSOs/OCBs and providers and decision makers, in service delivery at provincial/district and municipal levels through the promotion and use of participatory monitoring and engagement tools;
- Systematise, analyse and disseminate tools and practical experiences of *social accountability* and quality service delivery to inform processes and actors to better manage them;
- Carry out evidence-based public policy advocacy to advance the interests and rights of citizens, particularly women and children.

This report presents the results achieved by the Civil Society Learning and Capacity Building Centre (CESC) during the year 2021, the challenges encountered, the (re) orientations/adaptations made in order to achieve the envisaged results and the lessons learned.

The present document is composed of 8 main chapters, namely the **introduction,** in which the main strategic orientation of CESC is presented and the description of the structure of the report. Chapter 2 "**Context Analysis**" which describes CESC's perception of the main economic, social, political and environmental events in the country as well as the specific areas where CESC works, which somehow interfered positively and/or negatively in CESC's actions. Chapter 3 "**Main Achievements by Area/Pillar**" presents in an objective manner the main results and products achieved, aligned with the Strategic Objectives of the EP (2020-2024), described by Pillar, area and strategic results. Chapter 4 "**Opportunities and Challenges**" summarises the opportunities and challenges faced by the teams in the period under review. Chapter 5 "**Lessons Learned**" summarises the implementation team's learning throughout the year. Chapter 6 " **Priorities for Next Period"** succinctly presents the priorities defined for the year 2022. Chapter 7 "**Risk Analysis**" describes the main risks and their impact (effect) on the interventions of the CESC and the grantees, as well as the mitigation measures used. Chapter 8, the "**Annexes**", is where you can see the matrixes of indicators, risk, list of implementing partners, geographical coverage, success stories and some photos that highlight some activities carried out.

IANALYSIS OF THE CONTEXT

2.1 Political-Military Context

The political and military context of the implementing provinces of the CESC Projects/Programmes, in particular, and of the country in general was complex, marked by uncertainties, which implied that precautions had to be taken in the implementation of the actions. The extreme violence in Cabo Delgado, particularly in the Northern and Central districts, characterized by attacks and occupation of district headquarters (Muidumbe and Palma), conditioned the full functioning of public and private institutions in these locations, as well as the performance of CESC in relation to what was planned in the year 2021, and forced CESC to adjust its actions.

The armed attacks in Cabo Delgado led to the suspension of the activities of the Capacity Building Project for the Quitunda Primary School in Palma district, and conditioned the full implementation of others.

The humanitarian situation in Cabo Delgado province is extremely serious. Women and girls, already made vulnerable by patriarchal structures, and natural disasters, are the most affected by the conflicts, with above 600 women and girls having been abducted since 2018

by insurgents during attacks on towns and villages. The terrorist acts, in Cabo Delgado, and the instability in the central part of the country, have caused the displacement of about 865,271 people, (representing about 183,679 families), to different locations in the provinces of Cabo Delgado, Niassa, Nampula, Zambézia, Manica, Sofala, Inhambane and Maputo. Furthermore, most of the displaced persons (around 856,545 people) are from Cabo Delgado and the remaining 8,726 people are from the Central Zone of the country[3] . Thus at the level of Cabo Delgado province, specifically in Ancuabe and Montepuez districts where CESC implements part of its programme, local needs have focused on shelter, food support, education, health, water and sanitation.

In light of the restoration of security derived from the control of the armed conflict or liberation of territories (e.g. district headquarters Quissanga, Macomia, Muidumbe, Mocimboa da Praia and Palma) by the DSF and allies, namely the military missions of Rwanda (on 9 July) and the SADC (Southern African Development Community) deployed on 08 August this year, it is necessary to appreciate the opportunities and expectations regarding the slow return to normality in some areas[4] .

In the central region of the country (Sofala and Manica), the Junta Militar continued with attacks on vehicles along the roads (EN1 and EN6), attacks on health units and theft of medicines, food and other public goods, creating instability in the region. However, today there appears to be a climate of restored security in the Zambezi Valley. This situation did not have a direct impact on the actions of CESC, however, in the process of selecting the districts for implementation in Sofala Province, CESC took into account the security of its *staff*.

To address the military political context and the humanitarian situation in Cabo Delgado, CESC has created a working group that reflects weekly on the situation and through its Allied partners (MULEIDE, PROMURA, AMMCJ and ROSC), CESC has been engaged in the distribution of dignity *kits*, provision of legal and psychosocial assistance directly in the IDP reception centres in order to alleviate support and mitigate the trauma experienced by girls and women. The CESC also carried out some advocacy to increase the availability of basic services, including the provision of identity documents. CESC, in collaboration with ROSC and FDC, joined with the UN (UNHCHR and UNICEF) to seek ways to stop human abuse of women and children by terrorists and SDS, and to build the capacity of actors (SDS, civil society organizations) to address, protect and treat children and women in situations of violence.

The closing of civic space has been manifested by increased repression of freedom of expression, particularly of human rights activists and journalists, inhibition and/or limitation

[3] https://www.ingd.gov.mz/deslocados-internos/. Data recently published (15, October 2021) by the National Institute for Disaster Risk Reduction and Management (INGD)

[4] Although they still face difficulties in accessing basic services

of peaceful protests, and co-optation and inertia of legally established and won spaces for citizen participation.

Note that after the central committee of the ruling party in May 2021, there were major changes in the district and provincial leaderships, resulting in the transfer, dismissal and/or appointment of district administrators and permanent secretaries, in Zambézia (Alto-Molócue, Lugela and Gilé districts), Nampula (Muecate and Nacaroa districts), Niassa (Lago, Mandimba, Sanga, Muembe and Mavago districts) and also in the provinces of Sofala and Inhambane. These moves also involved provincial directors (of Education in Niassa, and of Information and Communication Technologies in Nampula) and judges of the judicial courts (Marrupa, Chimbunila, Muembe, Cuamba, Mecanhelas and Nipepe). On the one hand, this situation implied the paralysis of CESC activities in the targeted areas due to the movement of the target group as the new leaderships took office (e.g. within the scope of the sessions to collect evidence for the Community Score Card (CPC), Community Dialogues (CD), processing of documents and cases of conflict), as well as imposed a new exercise on the project teams with a view to contextualizing/familiarizing the new leaderships with the project approaches implemented by the CESC. On the other hand, it is necessary to look at the opportunities, taking into account the dynamics that the current leaderships can provide, but also the inherent challenges, depending on their priorities.

2.2 Social and Economic Context

In the social and economic context, the COVID-19 pandemic and the restrictive measures imposed throughout the year had a negative impact on the implementation of CESC activities as well as on the family economy.

Under the restrictions imposed by COVID-19, the CESC reduced the representation of community members at community mobilisation meetings, community dialogues, and other events with mass concentration, resulting in the delay of information sharing with more members. However, the Community Radios, within the scope of the MoU with FORCOM (Community Radio Forum) have been a great ally not only in disseminating the protection and prevention measures against the disease, but also in disseminating the CESC programme/project interventions at national level. A total of 105,319 radio programmes were made, involving 32 community radio stations from 7 provinces and 17 districts. The radio *spots* and programmes were produced and/or translated into 14 local languages (Macua, Ndau, Sena, Duma, Chitsua, Changana, Yao, Ekote, Chuabo, Ajau Lomue, Ximanica, Chithewa, Xitsua, Guitonga, Ronga, Changana).

Some members of the CESC teams in Niassa, Nampula and Zambézia tested positive for the new coronavirus, but the work was not affected to any great extent. Regarding the implementation of activities, there is a fear of CESC staff being mistaken for insurgents, agents of bad faith in spreading diseases in the communities, as well as fear of contamination of

COVID-19 by the fact that the communities visited were unprotected (without mask and hand washing).

During work trips in the communities, CESC staff were confused with health personnel as part of the COVID vaccination campaign, resulting in the escape of pupils who, after being sensitised with the support of parents or school management, returned to the school compound. On the other hand, the project teams had difficulties taking photos in Lugela District (Zambézia) during community mobilisation meetings, allegedly because the photos could be used to infect people with Covid-19 This scenario led the CESC to readjust the projects' budget.

In addition to the pandemic situation of COVID-19, there has also been an unusual variation in the exchange rate during this period, from an average of 70 meticais per US dollar recorded since mid-2020, to around 54 meticais in the months of April and May, and currently (1 December 2021), there is a slight stabilisation at an average of 63.83 meticais per US dollar[5] . Although the exchange rates are relatively low, the cost of living measured by the generalized increase in prices (e.g. from 5.49% in May to 5.52% in June, and from 5.48 in July to 6.77 in November) of basic necessities as well as those including inputs for project activities, continue to be high. For example, in September the price of cement shot up in Cabo Delgado (from 450.00Mts to 770.00Mts a bag), thus causing the paralysis of construction work on classrooms and other social infrastructures, which were under the responsibility of CESC projects. This situation affected some CESC projects and in order to cope with this scenario, the institution revised the plans and readjusted the budget of the projects.

2.3 Environmental Context

Finally, the environmental situation also brought challenges. This year saw three tropical storms Aloise, Chalane and Guambe, which devastated several areas and affected the assets, resources and livelihoods of various communities in the country, including school and health infrastructure and the ability of communities to access these and other priority services. These cyclones also caused the destruction of the offices of the Anandjira Association, a CESC partner in Sofala (Beira). Consequently, the implementation of this partner's activities was affected and CESC saw the need to assist in the replacement of assets destroyed by the storms.

The peak rainy season of the year (from January to March) negatively impacted on CESC's actions due to: (i) degradation and/or destruction of access roads and consequent difficulty in transit; (ii) the exodus of communities to crop fields due to the start of the agricultural campaign; (iii) vulnerability of families residing on the banks of the Zambezi River and in the

[5] Data from the Bank of Mozambique available at https://www.bancomoc.mz/Files/TCIB/ZCAM102_01122021.pdf

districts of Doa and Mutarara, due to the opening of the Cahora Bassa floodgates. To address these situations, the CESC team rescheduled the activities.

In Niassa, the rains caused among other damages, the injury of 19 people and death of 3 by lightning discharges in Cuamba, Mecanhelas, Ngauma and Lichinga City and the degradation of access roads in the districts of Lago, Mavago, Muembe and Nipepe. As a result, it was not possible to carry out the mass registration campaign of the communities and also to carry out field visits in Muluco and Milepa. On the other hand, the CESC team rescheduled the activities and had to spend additional time for travel.

There have also been recorded deaths of animals in the conservation area Chipandje Cheto, district of Sanga (Niassa) as well as the death of several marine species in strange circumstances in Inhambane province. Although these deaths have not affected the implementation of CESC activities, there are concerns regarding the future of community funds (CF), as the area may lose its value and consequently a reduction in the movement of tourists.

The man and wildlife conflict has devastated crops in Niassa (Marrupa and Mavago) and Tete (Changara), in the latter resulting in injuries and deaths of people. This fact also contributes to food insecurity and consequently the non-participation of the communities in the activities developed by CESC. In order to deal with this situation, the CESC teams alerted the District Services of Economic Activities (SDAEs) and the Police of the Republic of Mozambique (PRM), which initiated actions to chase away the animals.

. MAIN ACHIEVEMENTS BY AREA/PILLAR OF THE EP 2020-2024

3.1 Results or Changes Achieved

Regarding results in 2021, the CESC carried out activities directly and through partners in 46 districts of the 11 provinces of the Country and also carried out advocacy actions at central level linked to the 3 pillars of the Strategic Plan.

The main achievements per area/pillar of the CESC SP for the period 2020-2024 are illustrated below:

3.1.1. PILLAR I: HUMAN CAPITAL

This pillar, which aims to improve access to quality basic services in the areas of Education, Health and Women's Rights, had the following main achievements:

In relation to **Increased Investment and *Accountability in*** the **Management and Delivery of Quality Basic Services for Education, Health and Water, Sanitation and Hygiene -WASH (Outcome 1.1)** in the period under review, the following results or changes were achieved:

In <u>Education</u>

- Approved by MINEDH, the Multisectoral Mechanism to Prevent, Combat and Respond to Violence at School - a mechanism influenced by CESC, MEPT and UNICEF;
- Influenced MINEDH Response Plan to COVID-19 with regard to child protection, girl's retention and sensitization of managers on the use of ADE funds for the creation of water and sanitation conditions in schools for mitigation of COVID 19;
- Influenced the government, partners, members of parliament and MAs to reflect on the need to increase investment or funding in the education sector;
- Influenced the improvement of school management in some schools through:
    - Establishment of functional document management system;
    - Establishment of *procurement*, and stock management system based on the legislation and regulations in force in the Country (Decree 5/2016 of 8 March);
    - Establishing capacity to carry out preventative maintenance and minor repairs to ensure maintenance and longevity of Quitunda Primary School's infrastructure, property and equipment;
- Established 16 child protection committees in equal number of schools for reporting cases of violence and abuse in schools;
    - Increased teaching materials for the establishment of reading corners with the donation of 1,038 books, and through the plans of the School Councils, buildings of 02 complete primary schools (EPC de Albasine and EPC Munhuana) received paintings.
- Improved attendance of students and teachers in the schools of intervention of the projects "I am a Citizen" from 66% to 92% for teachers and from 61% to 91% for students and "Attendance and Transparency in School Management (ATGE)" from 59% to 98% for managers and 81% to 90% for students, through:
    - Monitoring of teachers' and pupils' attendance and achievement charts by the School Councils (SCCs);
    - Creation of committees for active searches for students in a "missing" situation
    - Training of 429 EC members) from Ancuabe (196 people) and Montepuez (233 people) of whom 138 were women;
    - Drawing up district improvement plans and monitoring attendance and transparency in school management.



- District reflection meetings were held and action plans were drawn up to improve attendance and transparency in school management with the participation of Principals and Presidents of the 120 ECs in which the Project intervened, with a total of 293 participants, 49 of whom were women.
- Monthly attendance survey of the main target groups through joint monitoring visits



- Reduced the diversion of *Corn Soy Blended Plus* (CSB+) in schools and consequently improved the quality of school snacks for children because of the complaints made on the Olavula platform;
- Increased the number of students enrolled by 1.4% in the current year (2021);
- District Education Youth and Technology Service (SDEJT) uses information from Olavula's reports to find out about the state of the sector;
- Improved management, accountability, transparency and *procurement* at EP Quitunda;
- Improved teacher performance in the classroom because of the production and use of support manuals;
- Appropriate student-centred teaching methodology on the part of the teachers;
- Improved school and health infrastructure (US) to ensure better services.
- Influenced the participation of the District Civil Society Platform in the Government sessions in Nacaroa district, Nampula province.

In the area of <u>Health & WASH</u>

- The barrier of clothing contained in the Charter of the Duties and Rights of the Patient (CDDD), which limited access to health care, has been revoked by ministerial order (MISAU);
- Increased the space for interaction between communities and Civil Society in Health and Wash under COVID-19 through:
  - Holding 6 sessions of community dialogue through the Massinga Community Radio in local languages and Portuguese, reaching about 185,000 listeners of this radio;
  - Training of 360 groups to benefit from community dialogue sessions in Inhambane, Sofala and Tete;
  - Awareness-raising of 2,159 citizens on the prevention and mitigation of COVID-19, of which 1,179 were female;
  - Training of groups of students in the Zips of 10 localities of Changara and Moatize to participate in community dialogue sessions;
  - Establishment of 20 co-management and humanisation committees in Inhambane and Tete provinces;
- Improved service delivery in the Health Units. In this regard, the (i) Reduction of illicit charges for service following community complaint; (ii) Improved service due to service

providers' compliance with entry hours; and (iii) Increased human capital in service delivery was verified. These results were obtained through:

- Implementation of the CPC and joint monitoring of the Action Plans;
- Dissemination of the rights and duties of users; e,
- Holding community dialogues.

In relation to **Increasing Community and other Stakeholder Engagement in the Management and Delivery of Quality Services for Education, Health and WASH (Outcome 1.2)** in the period under review, the following results or changes were achieved:

In the area of <u>Education</u>:

- Increased the number of fathers, mothers and carers (445) using and disseminating the tool on parent to child mentoring on the introduction of reading to support children's learning at home in 165 communities;
- Inclusion of concrete actions and strategies to combat and reduce cases of premature unions, GBV, in and out of school, in the ECs' annual plans of activities;
- Strengthened the CECAP platform at national level by establishing and improving network coordination in 4 more provinces: Niassa, Cabo Delgado, Nampula and Maputo
- Influenced by the school calendar, the inclusion of a special examination for displaced students from Cabo Delgado to improve their performance in the exams;



- Influenced by the placement of 37 new teachers of the 47 to be hired, for Primary Schools of the Administrative Post of Cóbwè, where in the recent past, April 2021, it was normal to find only one teacher in a school that teaches from first to seventh grade;
- Improved visibility of the project's implementation actions through: radio reports and news produced on Community Radios in 3 districts in phase 1, including TV reports and interviews;
- Improved conservation of the free distribution book in intervention schools by increasing from 56% to 70%.

- Acceptance of Bilingual Education in Zambezia and within this some significant changes include:
  - Parents and carers support their children's learning at home;
  - Parents and students search for supplementary materials in local and Portuguese language to read at home; e,
  - Parents transfer pupils from monolingual schools to bilingual schools.



- Informed and influenced the 2022 district planning in the education sector in the territorial areas of intervention, through the members of the Local Consultative Councils, reaching 78.4% of the issues included in the plans of the 4 intervention districts;
- 90 Communities take the lead in managing Community Libraries in 3 districts of Zambézia;
- Improved access to reading materials through allocation of community libraries run by volunteers identified in the communities.
- EC's more interceptive, active and functioning according to the regulations of the MINEDH.

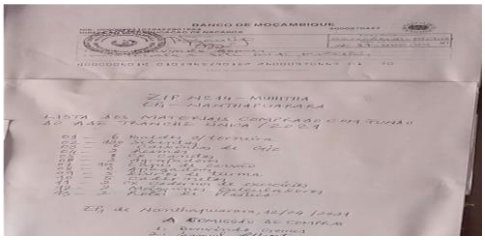


- In the 714 schools in the 28 districts of the country where CESC works in education, a total of 199 female and male students who had dropped out were recovered in the following situations:



  - 13 Students in child labour situations (garimpo) in Nacaroa, through the application of the mother/father counsellor approach;
  - 154 Children who had dropped out of school in Muecate due to nomadism through the application of the community dialogues and EC approach;
  - 15 Children in situations of premature unions, through the application of the EC approach at the ZIP's level in the communities of Halaca and Mucocola, in the districts of Nacaroa and Muecate, respectively;
  - 17 Students dropped out due to distance (home school *versus* home school) and absence of teachers, through the application of the mother counsellor approach;

- Improved functioning of the procurement committees and application of the Direct Support to Schools (ADE), resulting from the capacity building of the school councils and the procurement committee which resulted in:
    - Rehabilitation of school infrastructures (classrooms in particular)
    - Infrastructure construction (teachers' houses, classrooms, latrines)
    - Distribution of material to underprivileged students
    - Purchase of hygiene and consumable materials for the school
    - Participatory decision making on purchases and Publication of purchases made in the school shop window.





- Increased advocacy for provision of quality education in times of COVID-19, through:
    - Published Civil Society position on education performance, planning and budgeting and acknowledgement by MINEDH of the importance of the results of the monitoring reports carried out by MEPT and CESC which help to have an overview on environment and school safety in the context of COVID-19;
    - Shared a proposed revision of indicators for the strategic plan for Education in Emergencies, where one of these has been incorporated by MINEDH;
    - Contributions were made, in the 'MINEDH school feeding task force' so that school feeding in primary education is approved and legislated.



- Complemented the formal education of parents and guardians to improve the educational skills of their children.

In the area of <u>Health & WASH</u>

- Increased level of demand for basic health services with an emphasis on institutional deliveries, due to women's participation in community dialogue sessions and dissemination of the Charter of the Rights and Duties of the patient in the community;
- Improved *accountability* between service providers and community by increasing the space for interaction between communities and health services in the provision of

water and sanitation under COVID-19 and engagement of communities in the management of quality service delivery through the Co-management and Humanisation Committees and through follow-up and implementation of recommendations from the monitoring of services collected based on the application of the Community Scorecard (CPC);

- Established and strengthened the capacity of 20 Co-Management and Humanisation Committees (Inhambane and Tete), where they participate in the reception of medicines, inform their community about the *stock of* medicines in the Health Unit (US), organise, participate in the cleaning and sanitation days of these USs and mobilise the community for the construction/rehabilitation of the mother-waiting house for pregnant women.





- Campaign launched to publicise the decree that makes access to health care not conditional on clothing.

In relation to **Increased engagement of communities and other stakeholders in promoting gender equality (Outcome 1.3)**, the following results or changes were achieved in the period under review:

In the area of <u>Women's Rights</u>

- Increased engagement of more women in the spaces for intra-community dialogue and interaction and accountability promoted and/or enhanced by CESC, through Co-Management and Humanization Committees, District Plans Influence Meetings, Community Funds, School Councils;
- Strengthened the capacity of articulation and influence of women's collectives at local level through the creation of a response mechanism in Zambézia, memoranda with the police in Sofala, Women's Fair in Nampula, petitions on access to water in Sofala; criminal complaint on sexual exploitation, campaign and letter on Cabo Delgado etc;

- The Women's Observatory (OM) was established and is already showing signs of vitality around women's development demands. OM has been acting as a sentinel for situations of violence and has positioned itself as an engagement space for accountability and advocacy by stimulating an active and broader community around women's issues. In addition, OM has filed a criminal complaint in the N'Dlavela case (case of rape and abuse of women prisoners denounced by the IPC Survey) and constitutes itself as an assistant in representation of women's organisations and moves towards establishing itself as a platform for dialogue with the Government and other State institutions.





- The return of organisations to the mobile and recovery of their space and protagonism (and visibility) in the role of empowering women, as a result of the platform "Women with Life", in response to COVID-19, which engaged 36 organisations from all over the country;





- Emergence of new movements, groups of women's collectives that do not conform to the traditional form of organization and functioning, but that tend to create new formats, contents (obstetric violence, solidarity economy) and innovative dynamics of mobilization (digital activism, mentoring for the development of internal power, safe spaces, entertainment for trauma relief) of engagement and protection of women's rights, including exploring digital resources, (Saber Nascer and ASCHA ELAT);



- Campaign on the 16 days of women's rights activism to raise a discussion on gender-based violence and promote solidarity among women at national level;
- Launch of the EU+ campaign to disseminate the law against premature unions (LUR) which is still not well known. It is hoped that with this campaign, a reduction in the number of premature unions, more denunciations, and better protection of the rights of the girl.

- Increased awareness on HRH of the internal power of women and girls touched by interventions - improving access/retention to school, ending Premature Unions and other forms of GBV, increased reporting and seeking for rights;



3.1.2. PILLAR II: NATURAL RESOURCES

In the area of natural resource governance, which aims to ensure the sustainability and inclusiveness of natural resource exploitation, the following results were achieved:

In relation to **Strengthening Accountability in Natural Resource Management (Outcome 2.1)** the results are:

- 54 Community Funds[6] (CF) have been created and legally registered in Niassa (4 Mavago, 4 Marrupa, 8 Nipepe, 4 Muembe); Zambézia (6 Mulevala); Nampula (4 Angoche, 4 in Murrupula, and 8 in Moma); Cabo Delgado (4 Namanhumbir, 1 Ancuabe); Tete (3 Moatize and 4 Marara), and are in the process of issuing DUATs;



[6] Community based entities, with community members, legally recognised by Decree nº 63/2020 of 7 August, whose motto is to promote community development. CESC is promoting CF, with a view to organising communities to receive the funds from the exploitation of natural resources from their communities and thereby promote wealth for themselves in a transparent and inclusive manner.

- Conditions were created that facilitate the formal registration of CFs and community members, through the processing of 2248 IDs (of which 150 were women) in the Integrated Registration Campaign in Niassa, processing of 18 identification documents of CF members in Mulevala and 176 NUITs of CF members in Mulevala (44), Marrupa (55), Muembe (32), Nipepe (20) and Mavago (25);



- Opening of bank accounts in 14 CF's (4 in Muembe, 4 in Nipepe, 4 in Marrupa and 2 in Mavago);
- Delimited 10 community lands in the process of delimitation of individual parcels (3 Marrupa, 2 in Nipepe, 2 in Chimbunila and 3 in Muembe);
- 7 CFs receive funds from the 20% from exploitation of forest and wildlife resources (3 Marrupa, 1 Nipepe, 2 Chimbunila and 1 Sanga);
- 16 Business Plans were prepared for Niassa, Nampula and Zambézia;
- Raised awareness among 15,000 community members about their rights and duties in relation to the land and other natural resources and actively participate in the process of monitoring their exploitation;
- Engagement of district and provincial governments through project presentation.

Under **Increased Citizen and other Stakeholder Engagement in Natural Resource Management and Exploitation (Outcome 2.2)**, the following results or changes were achieved in the period under review:

- One hundred and twenty (120) Magistrates/Judges, Prosecutors, SERNIC and IPAJ agents trained in strategic litigation related to natural resources in Nampula, Niassa, Zambézia and Manica provinces;
- 50 Para-Legals trained: 21 in Niassa (7 Chimbunila; 2 Mavago; 5 Marrupa, 4 Muembe; 4 Nipepe); 16 in Nampula (8 Angoche; 8 Murrupula); and 12 in Zambézia (12 Mulevala); 2 illegal exploiters seized by Para-Legals; 30 cases of strategic litigation raised.
- Of these, 1 case was submitted to the Public Prosecutor's Office in Chimbunila; 2 cases to the Police in Nipepe; 2 cases to the Public Prosecutor's Office in Muembe; 3 cases in Mulevala by AENA and Para-legals; 1 case to the Locality Headquarters in Moma; 5 cases in Tete by CFA; 1 case to the Public Prosecutor's Office in Angoche; 2 cases to the Public Prosecutor's Office in Marrupa; and, 1 case to Angoche district government.
- Positioning CESC as a relevant institution in the area of natural resources through studies and conferences, namely:
    - International Conference on Extractive Industry in coordination with IESE;
    - Five studies on: (i) Taxes for communities from natural resources exploitation, namely 20% and 2.75% to influence the model for channelling funds to communities; (ii) Poaching and Human Rights; (iii) Women and Land in

collaboration with FLCS/UEM, with the aim of influencing the revision of the land legal framework, (iv) "Illegal exploitation of mineral resources and violation of Human Rights in Cabo Delgado" in collaboration with CDD and (v) Natural Resources and potential for armed social conflict in Northern Mozambique.

3.1.3. PILLAR III: PUBLIC FINANCES

In the area of public finance management, which aims to contribute to the inclusive, transparent, accountable and effective management of public finances, noteworthy results or changes include:

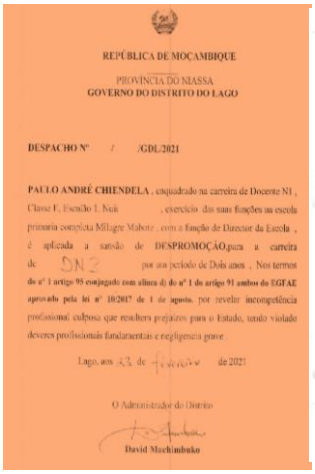
Regarding the **Improvement of Public Expenditure Allocation Criteria taking into account the Priority Sectors for Poverty Reduction and Social Inequalities and Regional Asymmetries (Result 3.1)** the results or changes are:

- Use of evidence on public infrastructure stage during the district and provincial planning process by partner and target institutions; Leading the campaign to repudiate the decision of HR MPs to pay their social reintegration allowance;
- Document made available for advocacy to Cabo Delgado and Niassa Provincial Governments (Executive Council and Secretary of State) for the need to allocate resources in the Education and Health sectors for 2022;
- Shared the analysis of the allocation and execution trends of funds in the health and education sectors in Cabo Delgado (Ancuabe and Montepuez) and Niassa (Lago and Mandimba) province between the years 2016 to 2020;
- Citizen engagement in Cabo Delgado province (Ancuabe and Montepuez) in monitoring the quality of public services and public expenditure.
- Monitoring of public infrastructure by APN members and technicians trained by CESC conducted and recommendations brought to APN session;
- Trained 19 members of the district platforms and district government technicians (from Mandinba and Lago) in public expenditure tracking techniques;
- Appropriate techniques for tracking public spending by platforms and district government and within this framework the education and health sectors (Mandimba and Lago districts) were tracked with little supervision by CESC;
- Produced 2 public expenditure tracking reports in Lago and Mandimba districts;
- Pilot Social Audit actions conducted by members of the Ancuabe and Montepuez district platforms, technicians from the infrastructure planning services, trained.

With regard to **Improving the Mechanisms for Management and Accountability of Public Finances at all Levels - Revenue, Expenditure, Debt and Investment (Result 3.2)**, the following results or changes were achieved in the period under review:

- The banks involved in the hidden debts were fined for the irregularities in the loans to Mozambique, namely Credit Suisse and VTB. Credit Suisse in this context cancelled USD 200 million of Mozambique's debt;

- FMO continues to influence the hidden debt process, particularly in relation to the extradition of Manuel Chang to the USA, the Maputo trial and debt restoration (as a result of the recognition of the flaws in the procedures of the banks involved);
- Document for advocacy with MINEDH on COVID 19 funds made available;
- Influenced planning at local level, the following actions have been registered in the PESOD of the Lago district:
    - Hiring of 50 Primary School Teachers;
    - Raising the level of education from 1st to 2nd Cycle at Cóbuè Secondary School;
    - Seventeen (17) issues raised in the Public Expenditure Screening, Social Audit and Community Score Card were influenced in the planning of the Administrative Posts;
- Provincial Directorate of Public Works and District Infrastructure Services called to explain itself at the Provincial Assembly session, as a result of the joint monitoring (CESC, APN CEPN and district platforms) of the recommendations of the Public Expenditure Tracking and Social Audit reports;
- Influenced the Chuanga School Board's decision to make ADE values available to all and to disseminate management procedures to School Council members;
- Influenced in the planning of the Administrative Posts seventeen (17) issues raised in the CPC, Screening and Social Audit;
- Influenced decision making and accountability of public managers as a result of the Public Expenditure Screening in Montepuez, in this scope were made:
    - Change of the ADE management team and capacity building of technicians and managers;
    - Termination and demotion of 6 head teachers, 1 pedagogical deputy and 1 head of the secretariat;



REPÚBLICA DE MOÇAMBIQUE

PROVÍNCIA DO NIASSA

GOVERNO DO DISTRITO DO LAGO

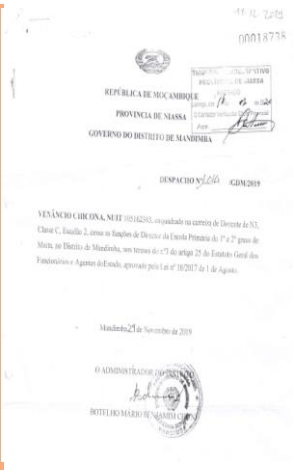
DESPACHO Nº /GDL/2021

PAULO ANDRÉ CHIENDELA, enquadrado na carreira de Docente N1, Classe E, Escalão 1, Nível , exercício das suas funções na escola primária completa Milagre Mabote, com a função de Director da Escola, é aplicada a sanção de DESPROMOÇÃO para a carreira de DN2 por um período de Dois anos. Nos termos do nº 1 artigo 95 conjugado com alínea d) do nº 1 do artigo 91 ambos do EGFAE aprovado pela lei nº 10/2017 de 1 de agosto, por revelar incompetência profissional culposa que resultara prejuízos para o Estado, tendo violado deveres profissionais fundamentais e negligencia grave.

Lago, aos 23 de fevereiro de 2021

O Administrador do Distrito

David Machimbuko



REPÚBLICA DE MOÇAMBIQUE

PROVÍNCIA DE NIASSA

GOVERNO DO DISTRITO DE MANDIMBA

DESPACHO Nº /GDM/2019

Mandimba, 21 de Novembro de 2019

O ADMINISTRADOR DO DISTRITO

    - ADE funds were monitored in schools by the Montepuez District Attorney's Office and the Provincial Secretariat, following recommendations made by the CESC.
- The connection between CESC and Governmental Supervisory institutions (e.g. Niassa Provincial Assembly) is consolidated.
- Results of the analysis of the PESOE 2022 proposal (with special focus on the Education sector) made available for advocacy actions to the Government, Parliament and partners.
- Acknowledged the findings resulting from the screening of public expenditure of SAF-COVID 19 funds by the Secretary of State of Cabo Delgado and consequently urged the District Education Services of Montepuez and Ancuabe to comply with the recommendations left by the CESC.

PILLAR IV: INSTITUTIONAL DEVELOPMENT

In the area of institutional development, to accompany the growth of the CESC, the focus of the CESC was concentrated on the following actions:

Regarding the **Relevance and Sustainability of CESC Products (Outcome 4.1)**, the results or changes achieved are:

- Strategic partnerships between CESC and:
  - Office of the Ombudsman and the National Council for Human Rights (through a Memorandum of Understanding), in terms of building CSO capacity and resources to channel cases of human rights violations;
  - UNICEF and Delaire Institute - in collaboration with ROSC and FDC, where a platform was established on the human rights of children in conflict contexts;



  - OHCHR - in collaboration with ROSC, WLSA and FDC, on CSO capacity building on human rights and international humanitarian law
  - 5-year agreement with EKN and start of the Rights and Democracy Programme (IGUAL) in Cabo Delgado province and Zambezi Valley worth 5.625.000EUR.
- Improved visibility of the CESC and its initiatives through *media* appearances and highlights:
  - 36 appearances in various *media* (STV, TVM, Miramar, TVA, Radio Mozambique, DW, Voice of America, among others);
  - 64 new publications and 8 234 views on the website; 25 publications, and a total of 1 394 views on *mailchimp*; 51 publications on *Linkedin* where CESC has 972 followers and 12161 views; 212 new publications on *Facebook* with a reach of 74048 internet users, 7239 interactions and 713 likes; 3559 visits of the *Twitter* profile, 7488 impressions, 60 mentions and 135 *likes*.
- Campaign alluding to the 16 days of activism for the end of gender-based violence, with emphasis on (i) production and dissemination of advertising *posts*; (ii) production and distribution of masks; (iii) brand activations and face-to-face and digital events. Carried out in partnership with UN Women, the Women's Observatory, the Embassy of the Kingdom of the Netherlands and the Canadian High Commission in Mozambique, it involved five organisations at national level and about 300 direct beneficiaries. At digital level, the campaign had an overall reach of about 100,000 people at national level.
- Investment in the restructuring of the Communication and Visibility area, which consisted of hiring the person responsible for the area, and the development of guiding

documents such as: (i) CESC Internal Communication Plan; (ii) CESC Communication Strategy; (iii) CESC Communication Plan for 2022; (iii) CESC Brand kit; (iv) Review of the Brand kit of the ALLIADAS programme; (v) Communication Plan of the ALLIADAS programme for 2022; (vi) Brand kit of the EQUAL programme; (vii) Communication Strategy of the EQUAL programme; (viii) Communication Plan of the EQUAL programme for 2022.

With regard to **Strengthening governance, management and programme implementation processes (Result 4.2)**, the following results or changes were achieved in the period under review:

- Improved the Planning, Monitoring, Evaluation and Learning process and systematisation of the Financial Administrative Processes in a gradual manner, through:
  - Transition or good adaptation to the GESPRO System, which incorporates Planning, Budgeting and requesting funds by the *online system*;
  - Development of MEL systems of the projects, where two have already been finalized, MEL of ECEB and ATGE, it **is still a big challenge for CESC to establish the MEL system in all projects**;
- Improved management, control and use of internal procedures and regulations, gradually, through:
  - Internal and external audits and compliance made to projects and programme;
  - Review and updating of normative instruments that were submitted for consideration and approval by the Governing Bodies (Risk Management Manual; Procurement Regulations; Code of Conduct, Ethics and Integrity; Whistleblower Protection Policy; Grants Manual; Financial & Administrative Procedures Manual for CESC Partners);
  - Establishment of the Ethics Committee;
  - Seven (7) meetings of the Governing Bodies were held as planned: one (1) with the General Assembly, three (3) with the Board of Directors and three (3) with the Supervisory Board, where the 2020 Annual Report and Annual Plan were approved;
  - Preparation and dissemination of flowcharts of key processes and administrative procedures to ensure their good understanding and effective implementation;
  - Contracting of two consultancies for the improvement of CESC normative instruments (Indirect Costs Manual and Procurement Regulation l);
  - Acquisition of Seventeen (17) rolling stock worth over 5000 USD, of which five (5) vehicles (allocated to Zambézia, within the scope of the ECEB project; Sofala and Inhambane, for the implementation of the ATGE project; Cabo Delgado and Maputo for the IGUAL programme) and Twelve (12) motorbikes for Zambézia within the scope of the ECEB implementation;
  - Establishment of an office in Cabo Delgado Province.

In relation to **Strengthening the Structure and Increasing the Competence of CESC in Key Areas (Result 4.3),** the following results or changes were achieved in the period under review:

- 63 local organisations and groups throughout the country are supported by CESC, of which 47 new agreements and 16 multi-year agreements signed in 2020 with an annual budget of 117,386,033.63 MT (One hundred and seventeen million three hundred and eighty six thousand thirty three meticais and sixty three cents), of which 72,108,984.90 (Seventy two million one hundred and eighty eight thousand nine hundred and eighty four meticais and ninety cents) was executed, corresponding to an execution level of 61%;

- An initial budget of 404,589,091.16MT (Four hundred and four million, five hundred and eighty-nine thousand, ninety-one meticais and sixteen cents) was planned for 2021. However, throughout the year CESC managed to sign new contracts, which allowed the budget to be updated to 447,420,795.08MT (Four hundred and forty-seven million, four hundred and twenty thousand, seven hundred and ninety-five meticais and eight cents). This increase of 42,831,703.91MT (Forty-two million, eight hundred and thirty-one thousand, seven hundred and three meticais and ninety-one cents), equivalent to 11% in relation to the initial budget, results from the signing of 5 (five) new contracts, with AAAJC, GIZ, EOL, EKN and DAI for the areas of natural resources, education, human rights and democracy, health and wash, respectively;

- Overall, the 2021 budget represents an increase of 27% compared to 2020. In the same period under analysis, 364,779,994.64MT (Three hundred and sixty-four million, seven hundred and seventy-nine thousand, nine hundred and ninety-four meticais and sixty-four cents) were spent, which corresponds to an execution level of 82% of the total budget, as detailed in the table below:

#	PILARES	ORÇAMENTO	DESPESAS REALIZASAS	SALDO	%
1	Capital Humano	305,349,747.92	236,594,641.70	68,755,106.22	77%
2	Recursos Naturais	65,443,505.11	62,928,439.37	2,515,065.74	96%
3	Finanças Públicas	11,193,438.58	9,526,898.60	1,666,539.98	85%
4	Desenvolvimento Institucional	65,434,103.47	55,729,014.98	9,705,088.50	85%
	TOTAL	**447,420,795.08**	**364,778,994.64**	**82,641,800.44**	**82%**

***Table 1*:** Budget, expenditure and balance per pillar

3.2 Main / Major achievements by area / pillar

The CESC presents the major achievements planned by area/pillar for the year 2021, as well as the unrealised actions.

3.2.1. planned

In the Education Area

Regarding the area of Education, in the period under review several activities were carried out, of which the main ones were:

- Trained 781 EC members on their role and responsibilities, approach of mother/father counsellors, multisectoral mechanism to prevent, report and fight against the violation of girls' rights in schools (480 in Nampula and 301 in Maputo City);
- Raised awareness of 390 members (151 women; 239 men) of the 20 CBOs regarding the rights and duties of communities over land and other natural resources;
- Trained 588 members (217 women; 371 men) of the 20 beneficiary CBOs in community governance;
- Trained 169 teachers (128 women) on the production and use of local materials in the classroom in Maputo-City;
- Input made, in MINEDH school feeding task force, to get school feeding in primary education approved and legislated. Mobilised 373 ECs, involving 3510 community members (1198 women) and 482 community leaders (99 women) from 78 communities on Bilingual Education;
- Sensitized 7638 community members (3052 women) to access education in the context of COVID-19;
- Held 133 community dialogue sessions (involving 2,080 people, of which 856 were women) and 28 radio programmes;
- CESC participation in the global education campaign; Distributed 9,014 citizenship materials (education rights) - Malua Family, 293 OLAVULA materials, and 2004 reading and arithmetic books in primary schools;
- Webinar on school calendar in Mozambique, technical support provided to CECAP and MEPT, and CESC participation in the central launching ceremony of SAGEPT;
- District plans to monitor the indicators of the Attendance and Transparency in School Management Project;
- Identified the main challenges related to Attendance and transparency in School Management through the initial data survey;
- 58 (38 women) teachers use the learner-centred methodology during teaching;
- Citizens who participate in the community dialogue sessions mainly to the theme related to the Planning and Budgeting Cycle engage in district planning processes. For example, in Mandimba, Lago, Montepuez and Ancuabe, the issues raised by the CPC, Community Dialogues, Screening and Social Audit have been integrated into the local Governance documents;
- Evaluated 60 School Councils through the application of the EC Thermometer and defined the actions to improve their performance;

- With 1156 (448 women) parents and guardians aware, they are committed to promoting extra-curricular activities;
- Established a mechanism for active searches for students considered absent at home by members of the School Councils of the EPCs (Campine and Megarruma A and Mbonge) in coordination with the respective teachers. In addition, sensitized and made parents and guardians aware of the need to take their children to school;
- Trained 329 Zambézia CE's on their role, functioning and techniques for monitoring homework and reading activities at home, gender and GBV;
- Distributed IEC materials (27104 pamphlets and leaflets on citizenship) in Nampula to sensitise, raise awareness and mobilise community members in monitoring the quality of education services and their rights and duties in relation to the services provided;
- Sensitized 936 (456 women) members of the Maputo-City community on child protection;
- Capacitated 25 (6 women) focal points and MEPT members on Education Sector Public Policy Analysis and Operationalization Mechanisms/ Instruments;
- Mobilised and raised awareness of 11,205 people (Community Leaders, Religious, Influential Persons, EC's, Fathers and Mothers, School Teachers and Managers, students, among others), in 6 districts about the advantages and importance of Bilingual Education;
- Two cycles of community dialogue were held in the intervention districts (Ancuabe and Montepuez), where a total number of 918 people, including 381 women, took part in the eight sessions per cycle.

In the area of <u>Health and Wash</u>

With regard to the Health and Wash area, the following activities stood out in the period under review:

- Five community dialogue sessions were held through the Massinga Community Radio;
- Raised awareness of 2159 citizens on COVID-19, of which 1179 were women;
- Formed/revitalised 10 Co-management and Humanisation Committees in Changara and Moatize, with elected bodies, and revitalised 10 CCGH in Massinga and Maxixe with an Action Plan;
- Trained 22 facilitators in community dialogues;
- Formed 92 community dialogue groups with a total of 2539 members, 1374 of them women, in the 10 Moatize and Changara sites;
- The first Research Report on the Implementation of the Ministerial Order on Dress is published;
- Held meeting with Moatize prosecutor to press for the outcome of the case of VGB of a girl by her uncle in Moatize;
- Monitored cases of illicit charges in the Health Centre, where a case of attempted corruption in the maternity ward at the Mafambisse Health Centre in Dondo was observed and eliminated;

- 709 lectures were held, of which 355 for Beira and 354 for Dondo, in 10 US intervention units in the first hours and before the start of external consultations, covering topics such as: Rights and Duties of Patients in health units, hygiene, water and sanitation, GBV, male engagement and COVID-19, with the participation of 109 926 users (7 893 men and 12 033 women);
- Mapping carried out in conjunction with the DPS in places of higher population concentration as a result of the impact of natural disasters, Accommodation Centres (AC) and Resettlement Centres (RC);
- Awareness-raising actions were carried out in 6 CA (Samora Machel, IFAPA, Mateus Sansão Mutemba, Matadouro, Chungussura and Mandruzi), regarding the prevention of covid-19, Malaria, Cholera HIV/AIDS, Tuberculosis, hypertension and diabetes, gender-based violence (GBV) among other issues;
- Sensitised 8,333 people on COVID-19 in the districts of Beira and Dondo of which 2,349 are children, 142 pregnant women, 205 elderly and 3,115 others among lactating women and adolescents;
- Sensitised 65 community leaders in Beira district (33 women and 32 men) and 111 in Dondo district (56 men and 55 women);
- 70 CPCs were held with a total of 906 participants (324 men and 582 women) in Sofala;
- Influenced the PESOD Proposal for 2022 at community level;

In the area of Women's Rights

Regarding the area of women's rights, several achievements were contacted in the period under review, of which the main ones were:

- Funding made available for four major campaigns: "Ntavase", "Justice for Matalane instruendas", "Justice for Women" and "Justice for Ndlavela"; and 1 Campaign for the end of obstetric fistula;
- Multi-year resources have been made available for 18 MDGs and one-off resources for 49 MDGs, including for emergency response for Cabo Delgado in 3 MDGs;
- Legal support provided to victims of GBV. In Maputo alone, 193 cases were attended to (113 women, 42 children and 38 men);
- Created 126 community dialogue groups in an equal number of communities that reached 2119 people, 1250 men and 869 women;
- Conducted 1 training on Transformative Leadership and movement building to 26 MDOs; 1 ICT Training to 31 MDOs and technical assistance and mentoring on financial and administrative management skills to 7 new MDOs, 1 training on RBM to 26 MDOs;
- Made 1 documentary on ComVida women, 1 research on women in the informal sector, production and publication of 4 editions of Magazine and 1 edition of MEL magazine;
- Trained 480 (306 H and 174 M) EC members in mother and father counsellor component;

- EC interventions culminated in the rescue of 12 girls living in premature unions and child labour in the districts of Nacaroa and Muecate and the resumption to classes of 12 children who were in the garimpo;
- Launch of the Movement for the Spreading of the Law for Prevention and Combating Premature Unions "Eu+".



- Disseminated legal framework, policies and programmes that protect and support girls;
- Advocacy events held which resulted in AMPDC filing 6 petitions culminating in access to water and electricity;
- Creation of 2 multi-sectoral mechanisms for attending to GBV (Nafeza and AVTG), Elaboration and dissemination of a Community Women's Agenda (AVTG) - ask the ACT for the AVTG, Letter of demand for attention on the situation in Cabo Delgado and; on dress code in the US;
- Various community awareness raising activities on land and other natural resources involving 390 people (151 women; 239 men); and on community governance involving 588 members (217 women; 371 men);
- Conducted awareness sessions on GBV and mentoring and internal power development to 1540 girls and young women;
- OM creates and holds 1st International Conference by OM on Women, Peace and Security
- Increased capacity of women's organisations to plan and implement project (14 reported and linked change to partnership);



- Implemented the action plan of the response to COVID - Platform "Mulheres Comvida" and "AliadasEmMovimento", mobilising 60 collectives from all over the country and 103 activists;
- Promoted the use of digital platforms for visualisation of activities and results;
- Increased digital literacy of the women's collectives engaged in the ALIADAS programme and their capacity to carry out the activities;
- Training is provided to meet the specific needs of the groups we work with (community funds, management account analysis, tracking of public spending, use of digital platforms, GBR, basic financial management; school management, organisation, operation and monitoring of school councils, etc.);

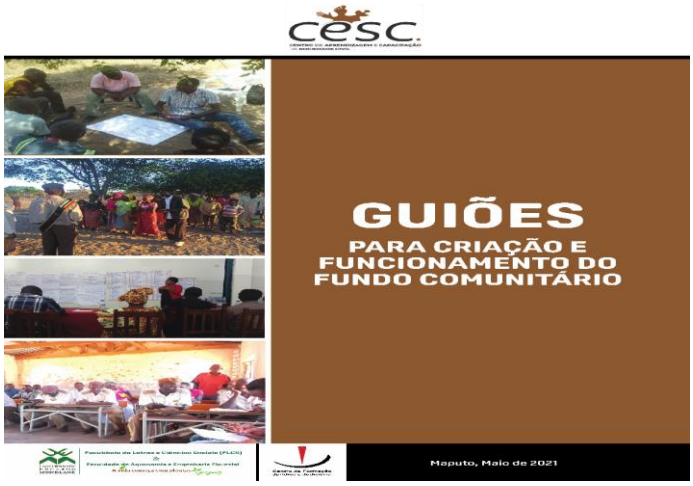
- Held 1 learning event (Bootcamp), in the scope of ALIADAS;
- Conducted research on the impact of COVID on women's lives; and finalised the 1 documentary on ComVida women;
- A Women's Community Agenda - ACM was drawn up and disseminated through six community consultation/ consultation meetings for 60 people
- Resources made available for specific interventions in Cabo Delgado (HIKONI and PROMURA);
- Supported advocacy action against sexual abuse of women and girls in Maputo city led by Women's Observatory (OM) - 16 Civil Society organizations;
- The global campaign of the 16 Days of Activism against Gender Violence was held;
- Engagement and support in the design and implementation of the National Campaign against Obstetric Violence called Humaniza Moz in partnership with national and local organisations.

In the area of <u>Natural Resources Management</u>

With regard to the area of Natural Resources Management, the following were the main achievements in the period under review:

- All 54 CFs Niassa (4 Mavago, 4 Marrupa, 8 Nipepe, 4 Muembe); Zambézia (6 Mulevala); Nampula (4 Angoche, 4 in Murrupula 8 in Moma); Cabo Delgado (4 Namanhumbir, 1 Ancuabe); Tete (3 Moatize and 4 Marara) are legally established and registered, and are in the process of issuing DUATs;
- Conditions were created that facilitate the formal registration of CFs and community members, through the processing of 2248 IDs (945 women) in the Integrated Registration Campaign in Niassa, processing of 18 IDs of CF members in Mulevala and 176 NUITs of CF members in Mulevala (44), Marrupa (55), Muembe (32), Nipepe (20) and Mavago (25);
- 49 cases were raised, of which: 19 in Niassa (3 Mavago, 3 Nipepe, 3 Chimbunila, 2 Muembe, 8 in Marrupa) by the para-legals and AAAJC); 17 in Nampula (6 Angoche, 4 in Murrupula and 7 in Moma), by the AENA and para-legals; 5 in Zambézia (5 Mulevala) by the para-legals; 3 in Cabo Delgado (3 Namanhumbir) by the community agents); and 5 in Tete by the CFA;
- Delimited 10 community lands, in the process of delimitation of individual parcels (3 Marrupa, 2 in Nipepe, 2 in Chimbulila and 3 in Muembe);
- Of these, 1 case was submitted to the Public Prosecutor's Office in Chimbunila; 2 cases to the Police in Nipepe; 2 cases to the Public Prosecutor's Office in Muembe; 3 cases in Mulevala by AENA and Para-legals; 1 case to the Locality Headquarters in Moma; 5 cases in Tete by CFA; 1 case to the Public Prosecutor's Office in Angoche; 2 cases to the Public Prosecutor's Office in Marrupa; and, 1 case to Angoche district government;
- 7 CF's already receive funds from the 20% (3 Marrupa, 1 Nipepe, 2 Chimbunila, 1 Sanga) and implement projects to develop their communities;

- Trained 50 paralegal agents 21 in Niassa (7 Chimbunila; 2 Mavago; 5 Marrupa, 4 Muembe; 4 Nipepe); 16 in Nampula (8 Angoche; 8 Murrupula); and 12 in Zambezia (12 Mulevala);
- Trained 120 Magistrates (Judges and Prosecutors) and Agents from SERNIC and IPAJ in Strategic Litigation in the provinces of Nampula, Niassa, Zambézia and Manica;
- Seized 2 illegal explorers by Para-legals.
- Strengthened local capacity in Strategic Litigation in partnership with AAAJC in Niassa and AENA in Nampula and Zambézia through the training of 49 Para-legal Agents: 21 in Niassa (7 Chimbunila; 1 Mavago; 5 Marrupa, 4 Muembe; 4 Nipepe); 16 in Nampula (8 Angoche; 8 Murrupula); and 12 in Zambézia (12 Mulevala);
- Two studies released: (i) on the 20% and 2.75% to influence the ongoing revision of the Forest and Wildlife Law; (ii) on poaching and human rights and 1 position paper and 1 paper presented at the CESC-IESE Conference;
- Produced 7 scripts of the new Community Funds Manual.



In the area of Public <u>Finance</u>

With regard to the area of Public Finance, the following were the main achievements during the period under review:

- FMO continued to influence the hidden debts process, particularly linked to the need for a decision on the detention of Manuel Chang at ADS and also on the holding of the trials in Maputo;
- CESC and FMO continued to be strategically positioned as sources of information and a space to discuss debt issues;
- Conducted Public Expenditure Screening of funds allocated to combat COVID-19 in schools;
- Study on COVID 19 fund allocations at MINEDH finalized, presented and disseminated;
- Joint monitoring between CESC, Provincial Assembly, Niassa Provincial Executive Council and district platforms of society of the recommendations of the Public Expenditure Tracking and Social Audit reports was carried out;
- Joint monitoring visits and Planning meetings held with members of the Advisory Councils to influence PESOD 2022;

- Trained APN members and technicians on citizen participation and quality monitoring of public infrastructure; and, under analysis of the Management Account;
- Budget allocation trend analysis carried out and presented for Niassa and Cabo Delgado.

In the area of <u>Institutional Development</u>

Regarding the area of Institutional Development in the period under review, the following were the main achievements:

- Completed and presented the Report of the Baseline Study of the Strategic Plan 2020-2024;
- Balance meetings held for the 1st quarter (January-March) and 2nd half (January-June) and 3rd quarter (January-September) of 2021 and yearly (January-December);
- The implementation of the GESPRO system began, allowing the planning, budgeting, monitoring and reporting of activities in a systematic and *online* manner;
- Developed MEL system of two projects ECEB and ATGE;
- Approved the 2020 annual report and 2021 plan, admitted a new CESC member;
- A total of 63 organisations were subsidised, to a total value of 17,386,033.63MT (One hundred and seventeen million, three hundred and eighty-six thousand, thirty-three meticais and sixty-three cents), with 32 partners from the ALIADAS programme, 28 from other projects and 3 from the EQUAL programme;
- -Signed 51 contracts on various consultancies in an amount of 55,634,652.20 MT (Fifty-five million, six hundred and thirty-four thousand, six hundred and fifty-two meticais and twenty cents);
- Acquisition of equipment worth over 5000 USD of which, seventeen (17) vehicles, of which (1) vehicle, (12) motorbikes, (8) printers and (7) computers allocated to Zambézia Province, within the scope of the project financed by USAID; (2) vehicles, (2) printers and (3) computers allocated to Sofala and Inhambane, under the project funded by GIZ; (2) vehicles, (2) printers and (6) computers, allocated to Cabo Delgado province, under the project funded by the Embassy of the Kingdom of the Netherlands;
- Seven (7) Governing Bodies meetings were held: one (1) with the General Assembly, two (3) with the Board of Directors and three (3) with the Supervisory Board, where the 2020 Annual Report and the 2021 Annual Plan were approved;
- Review and updating of normative instruments that were submitted for consideration and approval by the Governing Bodies (Risk Management Manual; Procurement Regulations; Code of Conduct, Ethics and Integrity; Whistleblower Protection Policy; Grants Manual; Financial & Administrative Procedures Manual for CESC Partners);
- 18 expenses were incurred with financing from own resources (overheads), as illustrated in the table below:

#	Doador	Projecto/Programa	Execução Orçamental por Doador - MT			
			1) Orçamento Anual do Projecto	2) Despesas Realizada	3) Saldo Orçamental 1- 2	4) % Orçamento vs Executado 2/1
1	UNIAO EUROPEIA	Sou Cidadao	61,736,777.38	37,052,557.87	24,684,219.51	60%
2	NWETI	FMO+	11,193,438.58	11,208,116.00	-14,677.42	100%
3	CANADA	ALIADAS	106,456,560.59	102,328,091.90	4,128,468.69	96%
4	CENTRO DE FORMACAO JURIDICA E	Fundos Comunitarios	11,000,000.00	11,000,000.00	0.00	100%
5	VISAO MUNDIAL	ECT III	45,821,402.05	22,134,762.76	23,686,639.29	48%
6	PESTALOZZI	EPMaputo	8,021,822.27	7,751,418.93	270,403.34	97%
7	SDC	Plano Estrategico	56,096,486.53	55,512,091.60	584,394.93	99%
8	USAID	Bilingue	55,005,540.16	59,420,756.07	-4,415,215.91	108%
9	TOTAL	EPC Quitunda	4,289,456.58	4,451,278.00	-161,821.42	104%
10	CHEMONICS DFID	TAcID	14,334,507.00	10,765,249.89	3,569,257.11	75%
11	FNDS	Mulevala	5,920,000.00	4,300,736.00	1,619,264.00	73%
12	COUNTERPART	Nosso Futuro Brilhante	14,916,328.00	1,791,317.40	13,125,010.60	12%
13	AAAJC	Roteiro da S. Civil In. E. Social das Cor	3,975,872.42	3,220,630.48	755,241.94	81%
14	GIZ	Assiduidade e Transparencia	14,026,950.00	12,249,563.88	1,777,386.12	87%
15	EOL	Education Out Loud	287,254.00	117,042.90	170,211.10	41%
16	EKN	Direitos e Democracia	26,532,511.52	18,415,081.16	8,117,430.36	69%
17	DAI	LOGOS	7,805,888.00	1,869,516.53	5,936,371.47	24%
18	CESC	PE		1,190,783.27		
	TOTAL (MT)		**447,420,795.08**	**364,778,994.64**	**83,832,583.71**	**82%**

Table 2: *Budget, expenditure by Project/Programme and Donor*

3.2.2 Unrealised

In Education Health and WASH

- Production and dissemination of radio programmes for education and better involvement of parents and guardians on Palma community radio;

In the area of Women's Rights

- Provide technical and methodological support and mentorship to WIPs, WROs and other beneficiaries to better influence decisions and policies;
- Support feminist research to produce evidence to address gender inequality from a feminist perspective, especially for rural, vulnerable and young women;

In the area of Natural Resources

- Training of facilitators on the Community Funds manual;
- Publication and printing of reports produced in research;
- Capacity Building for CF's on Business Management;
- Delivery of computer equipment to 7 district governments (already purchased);
- Completion of the opening of bank accounts;
- Completion of CF's registration and publication in BR's;
- Delimitation of individual plots.

3.3 An analysis in relation to

The CESC has conducted an analysis below regarding the performance of the main expected outputs and achievement of the indicators and targets foreseen for the year 2021.

3.3.1. the expected products

The table below presents an analysis in relation to the major CESC priorities outlined for the year 2021**.**

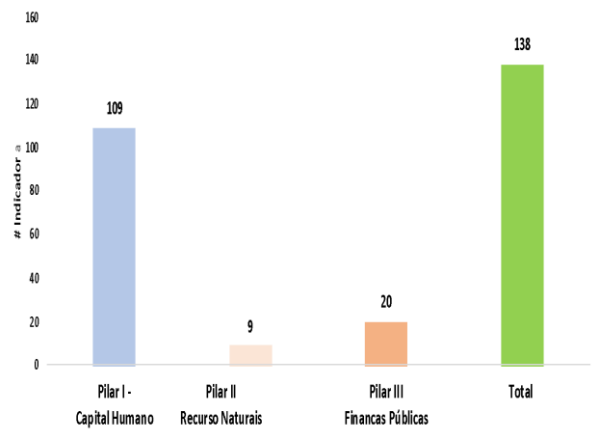
Priority 2021	Performance review
Education	
Improve retention of girls in school (dissemination of multisectoral mechanism for prevention, reporting, referral, response and assistance to victims of violence in school)	The CESC is contributing to girls' retention in school. In addition to the ECs, counsellors and leaders who lead the recovery process of drop-outs, the sensitiveness of parents and guardians towards this aspect has improved.
Monitor the funds for Education and the quality of the infrastructures built and/or rehabilitated (safe opening of the school year)	This activity took place mainly through the CESC Pillar 3 projects - Public Finance Management. Meanwhile, the CESC empowered ECs became more functional and active, and played an important role in opening schools safely.
Monitoring the quality of Basic Education (in times of emergency and/or state of calamity)	The various monitoring approaches applied by the CESC, and the participation in the working groups at MINEDH level, allowed for a constant monitoring of the quality of education. Unfortunately, we saw that in the schools closed due to COVID-19 the pupils were not learning, as they did not have access to teaching materials. Due to restrictions on the number of children in each class, and the need to reduce children's attendance to school per week, contact time with the teachers was greatly reduced this year, which is likely to have serious implications on pupils' learning.
Advocating for the School Feeding Law	The work with the *Task Force* on School Feeding led by the World Food Programme and the MINEDH, in which CESC participates, did not reach the drafting of the draft law this year. But CESC contributed to the debates in a significant way, sharing its advocacy approaches, and feeding the debate on other countries' strategies and laws that could be adopted in Mozambique.
Health and WASH	
Advocate for the availability of water sources and sanitation facilities in schools and health facilities	CESC was able to influence the district plans, and lobby for compliance, together with its local civil society partners and service providers. The advocacy campaign at national level has not yet started, and more results are expected then.

Priority 2021	Performance review
Monitor the availability of medicines in health facilities, with a greater focus on meeting women's health needs	In some health facilities, more drug *kits* have been allocated. However, the CESC's ambition in this regard has not yet been achieved.
Monitor the implementation of the decision on non-discrimination on the basis of attire in health facilities	A study was done on the implementation of this decision, which found that there is very little awareness of this decision by service providers, including guards, and the general public. This activity needs to be continued in the year 2022.
Improving the visibility of Health and WASH actions at CESC level	This priority has not been met this year, probably due to a combination of factors: CESC has only one project working in the health area; a new Health and WASH Specialist colleague has joined and has not yet mastered the changes and actions up to the level of promoting their visibility. However, some initial actions have been taken in this regard, including meetings with MOH.
Women's Rights	
Implementing a specific intervention for Cabo Delgado in the context of the conflict	Through the use of rapid response funds, specific interventions have been supported this year. It is expected that early next year this intervention will grow, with a call for proposals for province-based organisations.
Improving the system/mechanism for reporting, protection of women suffering gender-based violence	In a localised way reporting mechanisms for GBV cases improved, and support and protection of affected women was visible throughout the year. However, the continuation of COVID-19 increased the danger of violence for many women, and their protection systems were not improved, so work was more reactive than preventive this year.
Create a lively community to broaden the debate around feminism and improve skills to influence decisions and policies	The results of *networking* and promoting joint activities contributed largely to a good result this year in relation to this priority. The Women's Observatory and the groups allies-in-motion and Women WithLife are good examples - and the impact of these on advocacy activities for women's rights this year was visible.
Natural Resources	
Ensuring the channelling of the 20% to communities	With the 7 CF's functional so far, communities have benefited from the revenue derived from the exploitation of forest resources.

Priority 2021	Performance review
Contribute to the National Land Policy (NTP) review process	In addition to participating in the debate on the NTP, the study "Terra Mulher" conducted as a contribution to the process was presented at an academy. The result of the debate raised in this forum will be taken into account in the process of revision of the NTP.
Guaranteeing land security for communities	With the delimitation of 10 community lands, the security of land is guaranteed and the possibility of negotiating land in cases of investment or the need to establish partnerships for community development projects.

3.3.2. indicators and targets (degree of achievement)

Programmatic performance is reported in relation to the targets planned in the Annual Plan 2021, in order to measure the effort required to progressively achieve the strategic objectives defined in the Strategic Plan 2020-2024, in its second year of implementation, which are organised by strategic pillars, namely: (i) Human Capital; (ii) Natural Resource Management; (iii) Public Finance Management; (iv) Institutional Development.



***Graph 1**: Performance of indicators per Pillar*

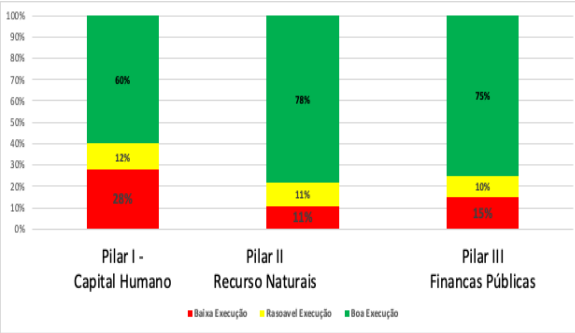
A total of 138 project performance indicators were evaluated, of which 71% contributed with good execution (i.e. above 95% of expected), 11% were reasonably executed (i.e. between 80% and 95%), and the remaining 18% contributed with low execution (i.e. below 80%).

AVALIAÇÃO DE DESEMPENHO ANUAL DOS INDICADORES						
Grau de Realização	Score	# Indicadores	Pilar I - Capital Humano	Pilar II Recurso Naturais	Pilar III Financas Públicas	Media Anual
Baixa Execução	ate 80%	35	28%	11%	15%	18%
Rasoavel Execução	80% a 95%	16	12%	11%	10%	11%
Boa Execução	> 95%	87	60%	78%	75%	71%
TOTAL		138	100%	100%	100%	100%

***Table 3**: Overall Performance of the Indicators Disaggregated by Pillar and Degree of Achievement*

With regard to the pillars, it can be seen that in all of them, more than half (60%) of the indicators contributed with a good performance (>95%), especially the Natural Resources

(78%) and Public Finances (75%) pillars, although these two pillars represent only 21% of the contribution in the total number of indicators.



***Graph 2**: Performance per pillar*

Of the 138 indicators evaluated in the period under analysis, 87 indicators achieved the targets for the year, and some of them (34%) with achievements above 100% in relation to the annual target.

In general, 75% of the indicators with good execution are Pillar I, 8% Pillar II and 15% Pillar III.

IVOPPORTUNITIES AND CHALLENGES

During the year 2021 CESC saw opportunities for the institution but also faced several challenges as detailed below.

4.1. Opportunities

The following points constitute major opportunities for the CESC:

a) Mobilization for greater male engagement in women's participation and promotion of women's rights;

b) Openness and collaboration by local governments, communities and NGOs to CESC approaches; The appointment of new managers at local government level (province and districts);

c) The different links, synergies and partnerships between the CESC, various public decentralized governance bodies (e.g. MoU between CESC and APN Niassa), private institutions operating at decentralized level, as well as capitalizing on the established strategic partnerships through concrete actions;

d) Institutional support from partners, within the framework of strengthening the CESC in the areas of institutional growth management and continuous improvement of the quality of work and image of the CESC;

e) Conducting induction to new staff and *refreshments* to old staff on all aspects of CESC policies, procedures, processes, systems and behavioural practices;

f) Exchange of experience on litigation between Magistrates, Administrators, SPA and Para-legals and members of the communities, as well as collaboration in this field between FC's, Para-legals and the district platforms;

g) Capacity building of magistrates in the area of support and defence of community rights in the context of NR exploitation; Existence of CGRN for transformation into CF; Creation of more CF's in Nipepe to replace Chimbunila where there are no operators;

h) Review of mechanisms for channelling and utilisation of the 20% at the level of the MTA, SPA, administrators and CGRN members representing beneficiary communities;

i) Document the CESC tools institutionalised/approved by national and decentralised public institutions and the reasons for their institutionalisation;
j) CESC partnerships in consortia such as POTENCIAR and LOGOS open space for CESC to expand the scope of its interventions geographically and programmatically, as well as an opportunity to capitalise on the results already achieved.

4.2 Challenges

Below the CESC presents the main challenges as well as the reorientations to deal with them:

a) The appreciation of the Metical against the Dollar *versus* impact on the budgets of some projects (when converted to Meticais). Revisions are made to the affected budgets to deal with this situation;
b) Work under extremely adverse conditions imposed by COVID19 (particularly with regard to the mobilization of people), by the terrorism which devastates some districts in the northern and some in the central zone of Cabo Delgado province, by the climatic conditions characterized by cyclones/storms and by the seasonal exodus/migration during the agricultural season. To deal with these conditions, revisions have been made to project implementation plans, always with a view to applying alternative approaches to achieve the expected results. Meanwhile in the case of Palma, Cabo Delgado, CESC was forced to close its project;
c) Weak mastery of the approach to Community Funds (CFs) by District Administrators; Integration of more women in CFs; Sustainability of CFs where there is no exploiter. CESC has used sensitization to overcome these points, and is in discussion with District Governments on the last point;
d) Community *versus* raising and submitting conflict/litigation cases, fear of reprisals by members of the government or representatives of the offending companies. To overcome this challenge, the CESC invested in conflict mediation and training of more paralegals;
e) The poor response by School Managers to the questions posed by the community on the Olavula platform discourages people from sending new suggestions or complaints. For this situation school managers are being sensitized and encouraged to answer the questions, both by the CESC and the SDEJT;
f) Most local leaders are connected to politics, which can sometimes misrepresent the CESC's key messages in communities and confuse them with political agendas. The CESC is strengthening the sensitization of these influential figures, so that the key messages reach the communities clearly.

VLITIONS LEARNT

For the period under review the CESC had the following major lessons learned:

- In the context of poverty, the success of interventions (working on rights) is invariably associated with the capacity to meet the practical needs of beneficiaries. Advocacy actions are naturally pre-empted by those that allow the visualisation of concrete responses to everyday problems and the promise of short-term development benefits (livelihoods);
- The success and sustainability of civic engagement interventions must necessarily combine actions on both the demand and supply sides to stimulate reaction/response from institutions. The absence of such a balance, rather than creating a sense of participation fatigue, can produce a perverse effect, with high potential to bring out hostility and discredit all work;
- In an emergency / pandemic situation, there is an almost instinctive return to the core business of the WRO and the needs of women and the groups they represent. These are an opportunity to 'resolve' the mismatch between interventions and the organisations' reason for creation and/or meeting the needs and priorities of their members and the groups they represent, however, emergency response interventions do not provide space (or resources) to support the capacity and sustainability of actions;
- The creation of alliances with institutions (Provincial Assemblies, Provincial Directorates, Public Prosecutors' Offices), including joint monitoring, facilitates the appropriation of registered findings and the needs of the communities identified, and constitutes a guiding instrument in the process of local planning and budgeting;
- A (in)security event can, in a flash, change the entire structure and functioning of institutions, people, districts, provinces and the country, in general. Therefore, the (in)security events that occurred in December 2020 and March 2021, both related to the invasion of Palma, were not only a demonstration of the fragilities of the security system in the northern region of the country (Cabo Delgado), but also of the need that the planning and preparation processes should always be based on scenarios, which can be realistic, optimistic, with insecurity events, without insecurity events. For these may ensure that we are more proactive and not reactive in the face of these situations.
- Institutional growth must be controlled and accompanied by a clear strategy and implementation plan with clear responsibilities.

VIPRIORITIES FOR THE NEXT PERIOD (2022)

The CESC Strategic Plan, for the period 2020-2024 defined as a general objective ***"Contribute to the Reduction of Poverty, Inequalities and Social Exclusion".*** Thus to achieve this objective several interventions are being carried out in four key pillars, these are: i) Pillar 1. Human Capital; ii) Pillar 2. Natural Resource Governance; iii) Pillar 3. Public Finance Management; and Pillar 4. Institutional Development, the latter being the support pillar under the CESC

institutional capacity building. For each pillar the respective objectives and expected results over the years of its implementation were defined.
In this context, the CESC presents in this section the results proposed by the strategy as well as the strategic priorities of the institution for the year 2022, by the four pillars:

4.1 Strategic Priorities

As a strategic priority for the year 2022, CESC proposes to continue its work on rights, which includes quality basic social services and human rights. In this way we must advocate with the Government for the provision of resources for communities, as well as ensure the formulation and implementation of more responsive policies/systems for women, children and youth.



4.1.1 Pillar I - Human Capital

This pillar encompasses the areas of Education, Health, WASH and Women's Rights, and presents three expected outcomes, these are: Increased investment and *accountability* in the management and delivery of quality basic services, specifically in Basic Education, Primary Health Care, WASH and Women's Rights (outcome 1.1); Increased community and other stakeholder engagement in the management and delivery of quality basic services (outcome 1.2); and Increased enjoyment of human rights by women and girls and the advancement of gender equality in Mozambique (outcome 1.3);

Thus for the achievement of the results described above the CESC has defined for the year 2022 the following priorities by areas:
In the area of education

- To influence the process of developing the School Feeding Strategy, by presenting evidence of schools that do and do not offer school feeding, and the implications for the quality of learning, permanence of students, etc;
- Promote the implementation of the new National Education System Law - influence the implementation strategies and the dissemination of this strategy;
- Influence, disseminate and monitor the implementation plan of the Multi-Sectoral Mechanism;
- Massively disseminate the multi-sectoral mechanism for preventing and combating violations in the school context;
- Advocate at national level on the quality of education based on assessment results related to reading and writing;
- Influence, disseminate and monitor the implementation plan of the Multi-Sectoral Mechanism;

- Influence the National Teacher Policy being drafted - with a focus on gender issues;
- Dissemination of the Decree n 53/2008 of 30 December on accessibility, circulation and use of public service systems (education and health) for people with disabilities or limited mobility.

Health and Wash

- Influence *the* National Health Policy and propose changes that result in the revocation of resolution 73/2007 that approves the Charter of Rights and Duties of the Patient so that it goes from a resolution to a law and incorporate new areas and services into the draft law so that the sick Citizen sees his rights protected;
- Influence the other health services not covered by the project, particularly on the issue of good practice in the exercise of engaging health providers in improving the quality of humanised services offered especially to women and children as well as involving co-management and humanisation committees in the maintenance/ conservation of health infrastructure and monitoring of services provided to the community;
- Monitor the implementation of the order concerning the law on conditioning access to health services on the basis of dress.

Women's Rights

- Influencing land policy for access and tenure by women;
- Consolidate the Women's Observatory (OM);
- Publicise the Law on Premature Unions (LUP).

4.1.2 Pillar II - Natural Resources

In the area of natural resource governance, the following outcomes were defined: Strengthened accountability in Natural Resource Management (outcome 2.1); and Increased engagement of citizens and other stakeholders in natural resource management and exploitation (outcome 2.2).

Thus, to achieve the results described above, the CESC has defined the following priorities for the pillar for the year 2022:

- Ensure that more communities, through Community Funds, receive the percentage (20%) that comes from fees from the exploitation of Forests, Flora and Fauna and thus promote their development;
- To influence the revision of forestry legislation, share CF's experience and challenges encountered in the implementation of the LUR project over the last 3 years;
- In coordination with other CSOs, contribute in the process of revision of the MPD-MF Circular 2013 on the areas of implementation of the revenue from the 2.75% tax on production from mining and oil operations, which should be used in programmes aimed at the development of communities in the areas where the respective mining

and oil enterprises are located. And call for clarification of the mechanism and presentation of a proposal to improve the process.

4.1.3 Pillar III - Public Finances

In the area of public finance management, the results expected by the CESC strategy are as follows: Improved public expenditure allocation criteria taking into account priority sectors for poverty reduction and social inequalities, regional asymmetries (outcome 3.1); and Improved public finance management and accountability mechanisms at all levels are these, revenue, expenditure, debts, investments (outcome 3.2);

The priorities listed below have been defined for the achievement of the pillar results:

- Influence the National Development Strategy (ENDE) 2015-2035;
- Influence *debt* restorations, through an international debt relief campaign as a result of the recognition of the flaws in the processes and procedures of the banks involved;
- Influence the allocation of investment resources at local level;
- Influence the enactment of the Law on Decentralised Taxation (proposal, meetings, sending to the RA and MEF, MIREM, MTA)
- Influencing the development of the Sovereign Wealth Fund.

4.1.4 Pillar IV - Institutional development

For this Pillar the results defined are: Ensured relevance and sustainability of CESC products (outcome 4.1); and strengthened governance, management and programme implementation processes (outcome 4.2). Below we list the relative priorities for the year 2022:

- Strengthen programmatic and financial reporting of activities (in development of the "Mobile App", which will work online and offline, in final stages);
- Capitalise on the strategic partnerships created, through concrete actions with these actors;
- Taking advantage of the institutional support provided by partners to strengthen and better manage the growth of the CESC
- Strengthen learning spaces at all levels between and within pillars and geographically.

VI. RISK ANALYSIS

Risk analysis is the process of identifying and analysing possible problems that may negatively impact the work. The Main objective is to ensure that CESC avoids or takes measures to mitigate risks whether they are from the context or even from the implementation of the Programmes or Projects themselves. Therefore, CESC will now use risk analysis to:

- Anticipate and reduce the effect of harmful outcomes of adverse events;
- Analyse whether the risks are outweighed by the benefits;
- Be proactive in responding and making decisions if there are failures;
- Identify impact and prepare for change.

7.1 Contextual Risks

Regarding the context, several risks were verified during the period under review, these risks were considered to be of the moderate level in relation to their impact for both the CESC as well as for the organisations subsidised by the CESC, and the control activities identified or implemented can be seen in the table below.

Type of risk	**Level average impact**	**Impact**
Background	Moderate	• Interruption of activities in Cabo Delgado; • Insecurity continues for employees working in Cabo Delgado; • Uncertainty regarding the entry of foreign forces into the conflict in Cabo Delgado; • Uncertainty regarding the continuity of classes; • Reduction in the number of participants and the model for holding events; • Deterioration of the social situation may reduce the participation of beneficiaries in CESC activities; • Exchange rate variation has a direct impact on Project and Programme budgets; • Leaders need time to understand the work of the CESC; • Pressure on social services (education, health, housing) in the host districts.
Risk/event		**Activities identified or implemented**
Increased Political Intolerance and shrinking Civic Space		• Strategic Positioning in the working groups that interact with Government institutions; • Closely monitor developments; • Working with political parties to influence a better civic environment together with Joint and other CSOs. • Strengthening of networking/collaboration with other CSOs to minimize/sharing risks
Covi19 Pandemic and the Government's Restrictive Measures		• Strict adherence to preventive measures at covid19 at CESC offices and in all activities; • Reduce the number of face-to-face meetings and number of participants in events held by the CESC; • Promote Telework, virtual meetings whenever possible;

	• Closely monitor the evolution of the epidemiological situation and the authorities' mitigation measures;
Political-Military Situation, Terrorism in Cabo Delgado and Armed Attacks by the Military Junta and their Effects;	• Inform local authorities about travelling in areas at risk; • Have prior security information through local and defence and security authorities; • Ensure that journeys are made within the period recommended by the CESC (from 6 am to 6 pm); • Ongoing monitoring and analysis of the situation; • Reflect on how to monitor and protect communities with the entry of foreign troops into Cabo Delgado • A protection mechanism is in place for STAFF, including the possibility of evacuation - Establishment of a security protocol for staff.
Extreme Weather/Natural Events;	• Promote the existence of basic emergency plans (PEBE); • Pay attention to the bulletins issued by the competent authorities,
Economic Crisis in Mozambique, especially the exchange rate variation and price instability	• Raise awareness among partner organisations and networks that gender equality is part of the solution to the current crisis; • Monitor the situation carefully; • Review plans and budgets

7.2 Project or Programme Risks

Regarding the projects or programmes, several risks were verified during the period under review, these risks were considered to be of the high level in relation to their impact on both the CESC as well as the organisations subsidised by the CESC, and the control activities identified or implemented can be seen in the table below.

Type of risk	Medium level of impact	Impact

Programme Projects	High	• Late start of activities due to delayed disbursement of funds by funding partners and delayed *procurement of* goods and services. • Need to train partners several times on the same tools; • Non-compliance with donor and CESC rules can have an influence on institutional credibility and reputation.
Risk/event		**Activities identified or implemented**
Delay by the funding partner in the disbursement of funds which compromised the normal course of activities		• Prioritisation of activities; • Control of the report submission period; • Contact to partner to inform about the implication of the delay.
Weak engagement of beneficiaries and partners		• Establish formal and informal relationships with key institutions and people; • Sign a memorandum of understanding to regulate relations with partners; • Hold meetings for planning, sharing results and joint reflection with key actors in the sector at all levels; • Involve district governments and other relevant institutions in the entire implementation cycle, • The actions should be led by the Sector technicians, namely from SDEJT and DPE.
Risk of Fraud and Corruption		• CESC has operating policies and procedures in all areas of work including the worker code of conduct, these policies have been shared and signed by all Project workers and are aware of Zero Tolerance in their non-compliance. Additionally, internal and external grievance mechanisms should be established to enable reporting and *feedback* whenever deemed necessary.
Non-compliance with CESC and Donor rules		● Hold induction meetings with Project *staff;* ● Ongoing and regular training of key personnel in the Projects, ● Permanent contact with the donor, especially in case of doubt.
Delayed procurement processes for goods and services delayed the		• Coordinate with the DAF on mechanisms to be implemented to speed up processes; • Anticipate the planning and submission of orders for the acquisition of goods and services.

implementation of the Programmes and Projects;	
Change of managers of the SOU CIDADAO Project, at Associação Progresso	• The CESC should talk to the Progresso Association in order to better understand the situation and show the disadvantages of this type of situation. If possible, take some action on the matter.

7.3 Implementer's risks

Regarding the implementer, several risks were verified during the period under review, these risks were considered to be of the moderate level in relation to their impact for both the CESC as well as the organisations subsidised by the CESC, and the control activities identified or implemented can be seen in the table below.

Type of risk	**Medium level of impact**	**Impact**
Partners	Moderate	• Non-compliance with CESC and Donor rules; • Weak Quality of work with beneficiaries; • Extremely high implementation costs; • It can have a negative impact on relationships with partners.
Risk/event		**Activities identified or implemented**
Weak Programmatic Capacities/Skills of Local Partners;		▪ Conduct rigorous capacity assessment processes ▪ Promote training, monitoring and technical support.
Inadequate use of financial resources by the subsidised organisations		▪ Conduct rigorous capacity assessment processes; ▪ Promote Training, Mentoring and Technical Support.
Onerous massive registration process due to the payment of allowances to DNRN and Provincial Services technicians		▪ Cancellation of the campaign for Nampula and Zambezia provinces; ▪ Travelling FC members to the District Offices and processing documents collectively
Intentions/impositions made outside established agreements, which has hindered and delayed administrative procedures and impacted on the budget		▪ Request for settlements or other information for administrative enforcement matters