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Report

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Agence Française de Développement



Consultancy services for preparatory assessment, organisation of a seminar and training sessions, and identification of a roadmap for a program “MobilizeYour-City” in Maputo Metropolitan Area (MMA)



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► MOBILISEYOURCITY

The MYC program was officially launched in 2015 during the Transport focus, in the blue area of the COP21. Its founding members comprised the AFD, CEREMA, ADEME, CODATU, ERBD, GIZ, KfW and the Wuppertal Institute. The European Union also joined the Franco-German initiative (2 M€ funded by France and 3 M€ funded by Germany) which aims at providing support to the Global South in the implementation of their mobility policies and planning in order to improve the transport conditions (reduction of congestion, transport modes efficiency, etc.) while supporting the transition to a low-carbon economy.

From an operational point of view, the Program consists in a technical assistance to cities and States with regards to:

1. The preparation of Sustainable Urban Mobility Plans (SUMPs) at local levels;
2. The preparation of National Urban Mobility Policies (NUMPs) at national levels;
3. The provision of “soft activities” through methodological support (powered by lessons-learned) and capacity-building activities (trainings / hackathons / seminars / webinars);

MYC is a non-governmental partnership to which both cities and Central Governments can apply. The Contributing Partners analyse the submission and support the beneficiary stakeholders in the structuration of a working program and the definition of a budget.

► MOBILITY IN MAPUTO

Despite a low density of population, Maputo suffers from congestion and pollution which is getting worse and worse with the impacts of the urban and economic development.

The mobility issues can undermine the economic development of the area of Maputo and are not adequately addressed by proper policies and planning for projects to improve mobility in the city.

Although a Comprehensive Urban Transport Master Plan for the Greater Maputo has been prepared in 2014 (by JICA), the masterplan cannot be considered as a Sustainable Urban Mobility Plan, is based with outdated data collected in 2012 (which do not reflect the city evolution since 2012 and were not carried out in all the Maputo Metropolitan area), do not take into account the informal offer and do not consider the new institutional framework (such as the **Metropolitan Transport Agency of Maputo - AMT**).

There is thus an **urgent need** to put in place **adequate mobility policies and planning** to ensure a sustainable urban development of the city.

► MYC IN MAPUTO

The Municipality of Maputo applied to the MYC initiative in **May 2018** and expressed an interest in the implementation of a Sustainable Urban Mobility Plan in the Metropolitan Area of Maputo. This application was approved by the Steering Committee of MYC in **August, 2018**.

The Metropolitan Transport Authority of Maputo, the Municipality of Maputo, the Municipality of Matola, the District of Maracuene and the City of Boane requested:

- Some technical assistance through financing of **resident consultants to support MMTA** in coordinating, supervising and implementing urban mobility activities in the Metropolitan Area of Maputo;
- Financing of **priority pilot projects** to encourage transformation of urban mobility in Maputo Metropolitan Area (MMA);



- The **elaboration of a SUMP** for the metropolitan area of Maputo, as first concrete measures undertaken in Mozambique under the framework of MYC.

These activities would be funded by a grant that should be made available by AFD to support MYC programs in Africa and more specifically in MMA.

2ND MOBILITY WEEK IN MAPUTO

A **Mobility Week** (SMS19), organized by the Metropolitan Transport Agency (AMT) and Transport Observatory of Maputo (OMT), was held between 13th and 22th September 2019 gathering the main partners engaged in the Mobility sector in Mozambique (incl. AMT, UN-Habitat, Architecture Without Border, Metropolitan Area of Barcelona and Mobility and Transport Observatory) in order to exchange experiences and coordinate a network of stakeholders involved in the mobility sector in Maputo.

This event was a great opportunity for the AFD and MYC to meet the local stakeholders promoting mobility in Maputo, collect data, deepen the stakeholder analysis, and share AFD objectives and MYC principles.

Exchanges with AMT representatives brought us to consider paramount for the mission to attend such a week in the framework and benefit from the mobilization of the local actors.

OBJECTIVE OF THE DOCUMENT

In the Framework of the T.A. Contract for MYC Intra ACP, the AFD is requesting the Consortium to carry out preliminary diagnosis and the organization and facilitation of a kick off Work Shop (Mobilize Day) to **formally launch the SUMP process** and provide relevant inputs to the SUMP elaboration.

The mission consists of the **inception phase** of the SUMP Process from MobiliseYourCity SUMPS and aims at:

- **Presenting** together with AFD representative – to different stakeholders – the **AFD funded MYC initiative in Mozambique**;
- **Raising awareness of stakeholders** regarding urban mobility challenges and priorities;
- **Performing a pre-diagnosis** of the urban mobility and transport sector in MMA, in order to prepare the Mobilise Days" and an efficient launching of the MYC technical assistance;
- **Identifying and specify main areas of work** to be considered for the implementation of the program MobiliseYourCity in MMA;
- **Train** MMTA, the local governments and the state administration **on the management of a SUMP process**;
- **Defining the framework for the MYC programs project management**.

CONTENT AND STRUCTURE OF THE DOCUMENT

The document is organised as following:

- Organization & Objectives of the **MobiliseDays** in Maputo;
- The key **outcomes**;
- The proposed **Action Plan**.

1. OBJECTIVES AND ORGANISATION OF THE MOBILISEDAYS

1.1. Objective of the MobiliseDays Session

The initialization, or '**Inception Phase**' aims to formally launch the SUMP Process and trigger a '**Technical Commitment**' by co-designing with local stakeholders the Road Map for the Mobility Planning for Maputo.



The MobiliseDays thus aim at reaching a consensus and a Technical Commitment among the Mobility Planning Stakeholders.

In Particular for Maputo, where **numerous mobility initiatives** are carried out by several stakeholders (institutional, international sponsors, local civil society, etc.), it is important for all to share a common understanding of what is going-on and ensure consistency between the initiatives and end up with a shared roadmap with regards to mobility planning activities.

As Such, the overall objective of the MobiliseDays in Maputo is twofold:

- **Analyze the potential added-value and scope of an AFD involvement in Mobility for Maputo (potentially through a SUMP), and co-design with involved stakeholders a shared Road Map.**
- **Identify possible 'Pilot Project' to sensitise all stakeholders/users about urban mobility challenges and transformation**

More specifically, the MobiliseDays aimed at:

- **Presenting** together with AFD representative – to different stakeholders – the **AFD funded MYC initiative in Mozambique**;
- **Raising awareness of stakeholders** regarding urban mobility challenges and priorities;
- **Presenting a pre-diagnosis** of the urban mobility and transport sector in MMA,;
- **Coordinating** with existing initiatives if relevant;
- **Co-identifying and specifying main areas of work** to be considered for the implementation of the program MobiliseYourCity in MMA;
- **Defining the framework for the MYC programs project management.**

1.2. Organisation of the MobiliseDays Session

As a consequence, the operational objectives can be presented as following:

- Introductory session :
 - Presentation of AFD, sponsor of MobiliseYourCity Initiative, and its activities in Mozambique;
 - Introduction of MobiliseYourCity and its SUMP Concept.
- Participatory session on the mobility challenges in Maputo Metropolitan Area;
- Presentation of the mobility initiatives mapping, and open discussion to ensure common understanding of these activities;
- Participatory session over the gap analysis throughout all these initiatives, and RoadMap drafting for the coming years;
- Participatory session over Pilot Project identification;
- Conclusive session (presentation of the co-designed Road Map).

The agenda of the MobiliseDays is presented in the table hereafter:

Figure 1. Agenda of the MobiliseDays

Dia	Hora	Actividades
18/09/2019	Matutino	Sessões de abertura e encerramento
	13h30 – 14h30	Introdução ao PMUS (Session 1)
	14h30 – 16h	Sessão participativa sobre os desafios da mobilidade em Maputo (Session 2) <ul style="list-style-type: none"> • Co-diagnóstico dos desafios da mobilidade • Assegurar uma abordagem inclusiva dos desafios da mobilidade • Começar a identificar as soluções principais/necessidades dos utilizadores finais & expectativas
	16h – 16h15	Intervalo para Chá/ Café
	16h15 – 17h45	Iniciativas de mobilidade em Maputo (Session 3) <ul style="list-style-type: none"> • Apresentação das iniciativas de mobilidade;
19/09/2019	8h30 – 10h30	Análise de Lacunas (Session 4) <ul style="list-style-type: none"> • Resumo do primeiro dia de sessões. • Introdução do segundo dia de trabalho. • Sessão Participativa sobre a identificação das lacunas entre as necessidades de planeamento de mobilidade e iniciativas existentes;
	10h30 – 10h45	Intervalo para Chá/ Café
	10h45 – 12h	Elaboração de um Roteiro (Session 5) Elaboração de um roteiro de PMUS e potencial papel das partes interessadas

	12h – 13h	Intervalo para Almoço
	13h – 15h00	Projecto Piloto (Session 6) Sessão Participativa sobre Identificação do Projecto Piloto
	15h – 15h15	Intervalo para Chá/ Café
	15h15 – 16h	Sessão de encerramento

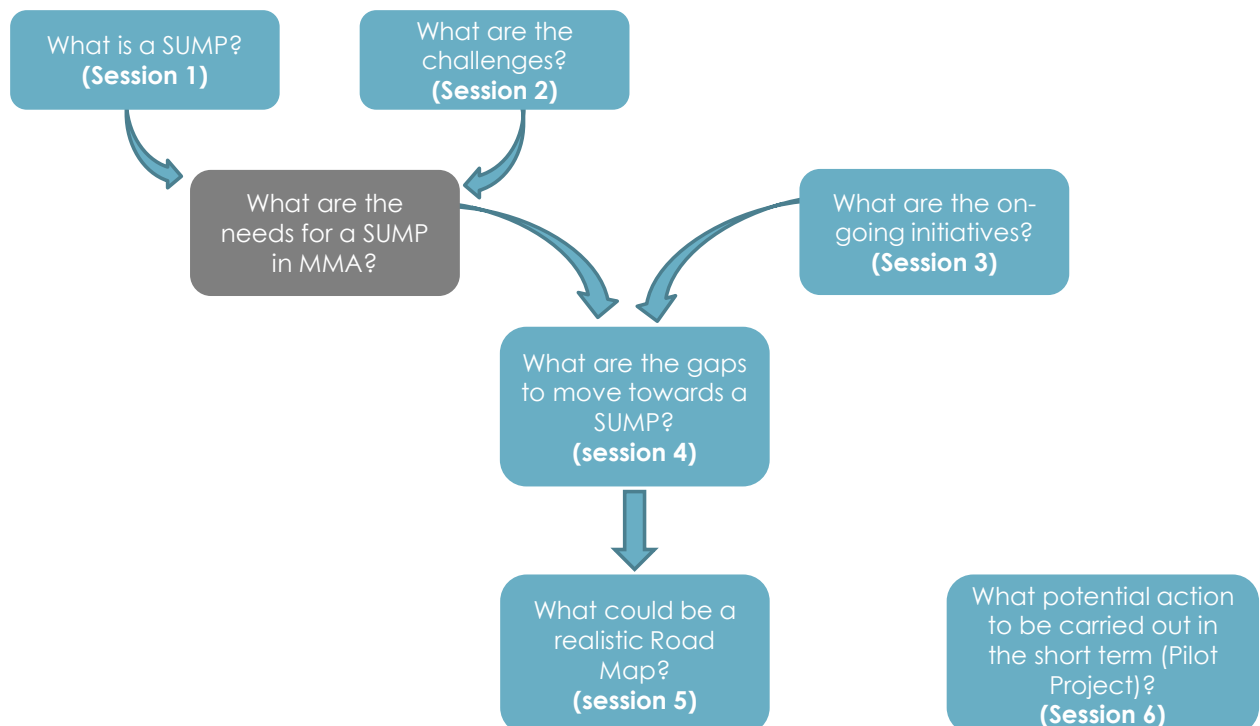
1.3. Approach

1.3.1. The logic of the sessions

Although the sessions seem independent from each other's, the organization of the sessions (sequential organization and format) aims at tackling the key objectives of the MobiliseDays, i.e.:

- Collectively designing a Road Map for a Sustainable Urban Mobility Planning in Maputo;
 - Present the SUMP concept, content and process;
 - Identify the mobility challenges in Maputo Metropolitan area;
 - Identify existing initiatives;
 - Identify the gaps to be filled to move towards a SUMP;
 - End up with a shared Road Map.
- Collectively identify quick-win projects.

Figure 2. Links between the various MobiliseDays sessions



1.3.2. Participatory sessions

Moreover, in order to involve as much as possible the participant and ensure their appropriation of the proposed solution, and considering the local actors have a sound knowledge of the context and challenges in Maputo, participatory sessions have been privileged.

Thus, the MobiliseDays comprise both presentation and interactive / participative sessions.

The facilitation of the various sessions starting 18th afternoon up to 19th afternoon have been done by the consultant with the assistance of the T-SUMP representatives:

- the AFD consultants:
 - Adrien FAUGERE;
 - Alfonso CARBILLO.
- T-SUM representatives;
 - Clemence CAVOLI;
 - Joaquin ROMERO DE TEJADA.

Figure 3. Family Picture of the MobiliseDay



2. KEY OUTCOMES

2.1. The Mobility Challenges

2.1.1.1. Mobility Challenges in Maputo Metropolitan Area

Maputo is the capital of Mozambique and is the political and industrial center of the country. It is the entrance of the Maputo Corridor which is the busiest trunk road within the Southern African Development Community (SADC). With the combined phenomenon of economic growth, population growth and urbanization, residential and industrial development has spread to Maputo's neighboring **city of Matola** and **Boane**, the **district of Marracuene** and other contiguous Maputo province creating a Greater **Maputo metropolitan area**. Its population has increased from 2.2 million in 2012 to 2.6 million inhabitants in 2017.

Figure 4. Map of the Maputo Metropolitan Area

Thus Maputo Metropolitan Area covers an area of 2200 km². The density of the population is estimated around 1580hab/km² which is still low but it can reach 3670hab/km² in the denser area of Maputo.

Urban and economic development has brought about more movement of passengers and goods, more private cars, as a result the traffic conditions in this area are getting worse, despite low density. The impact of transport on air quality and climate is also getting worse as a result. These mobility issues can undermine the economic development of the area (bad access to employment, time loss). These challenges are not adequately addressed at this stage by proper policies and planning for projects to improve mobility in the city.



The Metropolitan Area presents the current mobility challenges:

- Car/Road focused urban development (with a growing private vehicle modal part);
- Important congestion and high accident level;
- No mass transport offer;
- Proliferation of Paratransit transport (informal, poorly regulated);
- Unregulated parking;
- Poor maintenance of the transport infrastructure;
- Pollution;
- Accessibility issues.

2.1.1.2. Role play session and T-SUM outcomes



The Transport Observatory and its interactive mapping

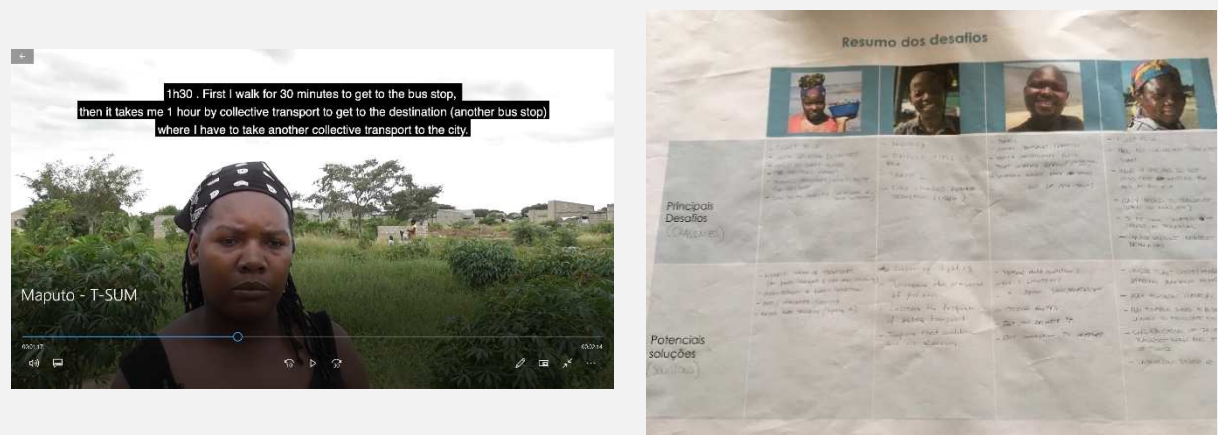
The first workshop aimed at having a **shared understanding of the major mobility issues** while **insuring an inclusive approach**, i.e. to put our shoes in end-users shoes in order to identify the key challenges and expectations from an end-users point of view.

4 end-users profiles have been defined, and each participant have been asked to play the role of one of the defined profile and identify:

- the needs & expectations of the profile;
- problems & obstacles encountered by the profile;
- potential solutions that would contribute to improve the situation.

This provided an opportunity for participants to see problems, expectations or priorities from different perspectives. To introduce the session, a video from TSUM field project was projected.

Figure 5. Supporting material and outcomes for the Role play session



The role play session has highlighted issues and vision that were aligned with the first conclusions from the work carried out by **T-SUM Project** - that can be summed up as following:

► **ACCESSIBILITY ISSUES:**

- Road infrastructure is poor: Ambulances cannot access certain areas because of the quality of the roads;
- One participant from Maxaquene stated: "When we want to buy shoes we go to Maputo (city center)";
- Majority of the people use phone banking 'Empesa', but nothing else is done online yet;
- Most participants have 3G on their phone;
- Safety issues in Maxaquene and Matola, in particular at night, so walking is not advisable. "we don't leave the house much, one person from the family usually stay at home".

► **TRANSPORT ISSUES:**

- Only one person (in Chamanculo) has a car. But he only uses it occasionally because he can't afford to use it regularly;
- Chapas is the preferred mode of collective transport because it is faster and safer than Mylove. If the Chapas is too packed then people prefer the large bus. Chapas are too often too full;

- Public transport is too full and lacks routes;
- Infrastructure issues: 'when it rains the roads are flooded'.

► **SUGGESTED SOLUTIONS:**

- Public authorities should provide more public transport and better road infrastructure;
- Awareness that private cars won't solve congestion;
- Bus lanes could help;
- Road safety: "drivers need to be educated."

► **IN THE FUTURE, PEOPLE WOULD LIKE...:**

- **A home first** and then a car;
- Many people are not well prepared to live in flat, they are first or second generation rural dwellers. "People are not prepared to live in flats";
- In the future people would like to move with public transport in good condition but at the same time "To have a car is the dream of everyone".

2.2. Towards a SUMP

2.2.1. Existing Planning Documents

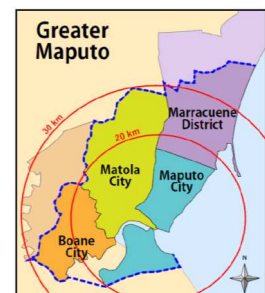
2.2.1.1. Mobility Planning Documents

► **URBAN TRANSPORT MASTER PLAN (JICA)**

A master plan was prepared by JICA in 2014 (Comprehensive Urban Transport Master Plan for the Greater Maputo).

The study area covered:

- Maputo City (except for Inhaca Island);
- Matola City;
- The southern area of Marracuene District;
- The eastern area of Bone City, including Mozal and Boane.



The MasterPlan defined the urban development vision for greater Maputo as “**socially and environmentally sustainable urban transport systems facilitating the international gateway capital**”, with the aim of compact corridor development based on a polycentric satellite centre development scenario, strengthened by greater transport investments, in particular in the mass transit development along major corridors. This vision was to be achieved by developing the following strategies:

- Increase mobility/accessibility by improving public transport systems;
- Road network development with consideration to functions/hierarchy;
- Better use of road space and improve vehicle/pedestrian environment.

The Master Plan program was structured around the following components, phased on Short Term (2018), Medium Term (2025) and Long Term (2035) program:

- East-West Axis Transport Development
 - Introduce mass transit systems (Commuter Rail and BRT) with transit oriented development;
 - Develop commuter rail and BRT with phasing;

- Improve transport systems for Matola suburban and industrial development and for sustainable metropolitan growth;
 - Consider interregional as well as intra-urban transport network.
- North-South axis Transport development (including roads, BRT development and Maputo-Marracuene Rail line);
 - Introduce mass transit systems, developing BRT in short to medium term and Commuter Rail in the long term;
 - Develop BRT with phasing;
 - Improve transport system for better accessibility between Maputo and Marracuene and for sustainable metropolitan growth;
 - Align transport development with environmental improvement along coastline.
- Traffic Management and related measures in and around CBD:
 - Remove major bottlenecks in the short term and implement TDM measures in the medium and long term;
 - Upgrade traffic signal system in stages;
 - Implement related urgent measures in the short term and move toward greater control or enforcement of related regulations.
- Capacity / institutional Development:
 - Develop capacity of the public transport sector in the short term, restructure the sector in the medium term, and achieve financial sustainability in the long term;
 - Establish effective Greater Maputo urban transport institution in medium term.

2.2.1.2. Urban Planning Documents

The urban context of the Metropolitan Area of Maputo presents the following key challenges:

- The services are concentrated in the city center, which present a lack of accessibility;
- There are attempts to generate new centralities but the quantity and quality of services available in the new planned centralities is still very unequal when compared to the "cidade de cemento".
- Horizontal growth is strong, outside of the city center the densities are very low while there are still areas with relatively low density in some central areas of the city that could contribute to a more compact city center. The challenge remains with the capacity to transform those peripheral areas in an inclusive and sustainable approach.
- Significant land-use issues linked with informal settlements due to strong urban population growth. More than a problem with land tenure there is the fact the formal system is disfunctionning while the informal systems of occupation remain dominant in particular, in peripheral areas. Without a functioning formal land tenure, planning can hardly be respected and expropriations – when necessary – can hardly be managed.

With regards to the urban planning documents (general urban plans (PEU) for Maputo, Boane, Matola, and territorial planning for Marracuene), difficulties of implementation has risen:

- Financially and politically complicated. The informal dimension of city production remains pre-dominant for Maputo metropolitan area and its effect in the overall implementation of the plans remains one of the biggest factors contributing to an asymmetric implementation of the planning.
- Plans are implemented with difficulties - enforcement is lacking, primarily because of lack of resources (human & economic) but also because of the dominance of informal systems. The police force is controlled at the national level but they hardly intervene when informal occupation.

- Significant lack of integration between transport & urban planning as transport infrastructure has been recently developed without the necessary efforts to increase the public transportation capacity. Moreover, the planning and infrastructure design is car centered.
- Urban plans need to be updated (Maputo's urban plan dates from 2008 but things have changed, especially at the metropolitan level) For the 3 municipalities... update in progress – some issues.

The metropolitan area of Maputo is covered by three general urban plans (PEU): Maputo (2008), Matola (2010) and Boane (2019). The latest has been recently presented in public but is yet under discussion for approval of the CM de Boane. Both Maputo and Matola have general urban plans (PEU) but both cities seek support to review them as the PEUs are outdated because of the very rapid development of the city in the 2010-15 period.

The metropolitan area also includes Marrucue district, that will certainly become soon a Municipality, but meanwhile, it poses the problem that the existing territorial planning is not capable of providing a framework to the very dynamic land occupation. Moreover, the district services are weak in terms of capacity and resources and any administrative decision to push its decentralisation will require accompanying measures in terms of capacity building and basic management and operation of urban land and transportation issues.

The lack of stable Urban Planning vision might represent a hindrance for a SUMP development.

2.2.2. The need for an up-dated Mobility Plan

Mobility Planning is a continuous process, as the city evolves as well as mobility demands. Reviewing and updating the existing Master Plan is thus part of a normal process of mobility planning.

This is particularly true for the 'Comprehensive Urban Transport Master Plan for the Greater Maputo' as the situation deeply evolved since the time of the Master Plan:

Data Issues

- The **data** used for the Master Plan definition are from 2011 and 2012:
 - Maputo has experienced a significant urban growth since then; Matola is now the most populated municipality, the shape of the metropolitan area has changed, population has grown very quickly;
 - A bridge has been built between Maputo and Katempe, impacting significantly the mobility patterns.
- The Master Plan is based on household interview surveys (10,037 households surveyed), cordon line and screen line Surveys, and travel speed surveys. The surveys seem to be very focused on Maputo compared to the neighboring municipalities and do not include accessibility / walkability data.

Structuring Mobility Solutions

- The overall logic of the mobility planning has evolved since the Master Plan. In particular, local authorities had **strong aspiration for a Bus Rapid Transit (BRT)** system for Maputo and a **Light Railway Transit (LRT)** system that connects Maputo to Matola. These expectations have since evolved and thus impact the principles of the proposed plan.

Institutional Concerns

- The institutional framework has also evolved with the establishment in 2017 of the **Metropolitan Transport Agency (AMT)** of Maputo (see below);
- The Master Plan gives the impression that it was mainly **focused on Maputo Municipality**, not involving other concerned municipalities in the decision making process and with data mainly focused on Maputo's households;

- **Participatory Process** was not developed for the Master Plan definition and validation (Public participation is one of the key tools employed to improve transparency, efficiency and effectiveness of the projects, and to ensure consistency between the project implementation and the public expectations).

Topics requiring specific focus

- As in many major cities from the South, Intermediate Transport (The **Chapas** in Maputo) play a significant role in the mobility of the Maputo Metropolitan Area, providing benefits (i) flexible and personalized transport services at reasonable fare, (ii) last mile connectivity, (iii) assists social economic activities, and (iv) required little policy intervention and public investment) and would require a dedicated study to ensure an institutional framework and a smooth formalization of this Intermediate Transport;
- The Master Plan does not provide sufficient focus on **Non-Motorized Transport** (NMT / Active modes – walking / cycling);
- There is a lack of **Accessibility** data and analysis;
- The **sustainability** dimension has not been sufficiently taken into consideration (low GHG emissions, active modes, etc.);
- **Urban Freight and city logistics** have not been specifically studied.
- No focus on **GHG emissions** (current state, previsions, etc.);
- No **indicators or objectives** have been defined, which generates a lack of commitment and difficulties in monitoring the benefits from the Projects defined in the Mobility Plan.

Considering the above, it appears relevant to update the existing Master Plan and orient it towards a **Sustainable Urban Mobility Plan** for Maputo Metropolitan Area in order to:

- **Benefit from updated data;**
- **Ensure a comprehensive Mobility approach (integration of all modes and stakeholders);**
- **Move towards a Sustainable Mobility**
- **Guarantee participation of all stakeholders, including the institutional, public and private stakeholders, local civil society.**

However, a close **coordination** with local authorities and their **strategic urban planning vision** for the Greater MMA development is a **paramount prerequisite** to ensure consistent and sustainable mobility planning.

2.2.3. What is a SUMP

'A Sustainable Urban Mobility Plan is a **strategic plan** designed **to satisfy the mobility needs** of people and businesses in cities and their surroundings **for a better quality of life**. It builds on existing planning practices and takes due consideration of integration, participation, and evaluation principles.'

Setting a city on sustainable course regarding land use and urban mobility requires a clear road map – a Sustainable Urban Mobility Plan (SUMP) – that lays out a future **mobility vision** for your city, **prioritizes sustainable transport projects and measures, clarifies responsibilities for implementation** and **sets a robust but flexible finance, funding and implementation plan**.

According to MobiliseYourCity methodology, the SUMP Process consists in five (5) steps:

Figure 6. SUMP Process as per MYC

SUMP development: Our 5-step approach



Source: http://mobiliseyourcity.net/wp-content/uploads/sites/2/2019/02/MYC_SUMP-Factsheet_ENG.pdf

► STEP 1: INCEPTION PHASE

During an **INCEPTION PHASE** a review of the prevailing situation is undertaken and local key stakeholders develop a joint understanding of the SUMP development process including specification of activities, responsibilities and milestones.

► STEP 2: STATU QUO ANALYSIS

An in-depth **STATUS QUO ANALYSIS** brings light into the strengths, weaknesses, opportunities and threats of urban mobility. Political and organizational backing of the SUMP process is reassured. **FUTURE DEVELOPMENT SCENARIOS** are built.

► STEP 3: VISION & GOAL SETTING

In the **VISION & GOAL SETTING** phase, the city develops a joint vision for urban mobility and sets up targets & indicators to measure access during implementation.

A core part of the SUMP is setting up **INTEGRATED PACKAGES OF MEASURES** in line with the target framework. Positive and negative impacts are discussed and measures adapted accordingly. There is also a need to address barriers for implementation (such as limited staff capacities or lack of finance) early on.

► STEP 4: BUDGETING & FINANCE PLAN

The developed and assessed measures feed into a **BUDGETING & FINANCE PLAN** which reflects different budget scenarios and identifies high priority as well as quick-win measures.

► STEP 5: MONITORING & EVALUATION

In order to assure a clear control over SUMP implementation, a **MONITORING & EVALUATION** mechanism is set-up in order to inform local officials about the current status as well as ensuring a due evaluation in order to adapt the implementation process if needed and take-up learning experiences for future SUMP.

2.3. Stakeholders & Initiatives Mapping

The planning, implementation, and public financing for the transport network and roads have been devolved to urban municipalities, with some reservation to the central government and the National Road Administration. The **institutional framework and the responsibilities between stakeholders seems to need clarifications** considering (i) the **plurality of the stakeholders** involved in Mobility Planning issues, (ii) **overlapping in responsibilities** seems to exist, and (iii) some (informal?) practices appears that seems to **differ from the regulation**.



The Transport Observatory and its interactive mapping

The Mobility and Transport Observatory of Mozambique (OMT - www.observatoriomt.org.mz) proposes itself as an entity, with a vocation for its intellectual and financial independence, which will support the development and specialisation of the transport sector and mobility at urban, national and regional levels. Despite its few resources, the WTO is leading several initiatives related to mobility, among which it highlights an interactive mapping of the initiatives and entities involved in the sustainable mobility sector.



O MAPA DE INICIATIVAS
ÁREAS DE CLASSIFICAÇÃO
ENTIDADES
INICIATIVAS
Z Formulário de participação

O MAPA DE INICIATIVAS e Entidades

VERSÃO CONTRUÇÃO: 28.09.2019

Este **Mapa de Iniciativas** procura identificar todos os programas, projectos e propostas, além das entidades envolvidas de um forma directa ou indirecta no sector da Mobilidade Sustentável.

O mapa é um **processo** e é feito em **colectivo** que precisa de seu envolvimento. No caso de achar que tem informação que possa alimentar o Mapa pedimos para preencher **nosso formulário**.

Em aquele formulário vai poder identificar entidades e iniciativas que podem ser ou estar ligadas à Mobilidade Urbana na Área Metropolitana de Maputo. Terá que identificar sector de enquadramento, temas de interesse, objectivos, outras ligações com outros projectos, entidades ou profissionais, etc....

As entidades são desde o início ligadas ao sector ou sectores onde que estão envolvidos que são identificados com um # como prefixo.

Ao mesmo iniciativas e entidades so ligadas a diversos temas ou áreas de trabalho e identificadas com o prefixo @.

Todos os sectores e temas são descritos no título "**Áreas de Classificação**".

Este Mapa é uma iniciativa do **Observatório da Mobilidade e Transporte (OMT)** e apoiado pelo projecto T-SUM da UCL, desenvolvida por ROMERO, J. ; MINDO, I.; CAVOLI, C.

Nota: Todo o documento feito no aplicativo ZIM (web) que segue os princípios do Open Software.

2.3.1. Stakeholders

One of Mozambique's drivers for growth has traditionally been the transport sector. The fact that Maputo Port deserves a rich and developed hinterland such as Johannesburg region is a key element to understand the dynamics and multiplicity of stakeholders in the transport sector. There is hardly no institution or entity that can represent/coordinate/enforce the variety of stakeholders in the transport sector operating in the metropolitan area. The most relevant and presented below:

2.3.1.1. National stakeholders

- The Ministry of **Transport and Communications (MTC)**, is a government agency responsible for strategies issues related to public transport. They established the leadership of **Metropolitan Transport Agency (AMT)** on August 2018 (who's endorsed for tariffs approval – among other powers – although it is normally under the responsibility of the municipalities – in order to ensure consistency between the different municipalities. The MTC also intervenes through allocation of resources (**Fund of Transports and Communication**));
- **Caminhos de Ferro de Mocambique (CMF)** is a state owned Enterprise functioning under the MTC. It also plays the role of Public Transport.
- **National Road Administration (ANE)** is a semi-autonomous road authority that develops and maintains the major arterial roads in Mozambique following government policy;
- **Transport Development Fund** of the MTC (=Fund of Transports and Communication) aims to boost the integrated development of the transport and communication system through coordinated actions and PPP for the development of infrastructures, logistics, inspection and safety.
- **The Instituto Nacional de Transportes Terrestres (INATTE)** is a government body with competences to regulates supervises the activities carried out in the field of land transportation in order to meet the mobility needs of people and goods;
- **Mozambican Federation of Road Transport Workers (FEMATRO)**- is responsible for the control of public transport activities carried out by the private sector;

2.3.1.2. Metropolitan Stakeholders

► THE METROPOLITAN TRANSPORT AGENCY (AMT)

A **Metropolitan Transport Agency** of Maputo (**AMT**) was created in 2017 whose goal is primarily to put in place a SUMP. This Agency should progressively gain competence to plan, implement and manage collective public transport in the metropolitan area of Maputo. Under MYC, the city of Maputo has also requested capacity building and support in formalizing the perimeter of competence of the Metropolitan Transport Agency of Maputo.

The AMT consists of 3 people:

- The CEO : Professor Matos (5 years mandate);
- One technical staff;
- One administrative staff.

The AMT is supported by the think tank Waza that is involved as a partner under the T-Sum project and is funded by AMT for its support to the mobility observatory that is being created (resources from the university and from the municipality of Maputo today).

It is also worth noting that 2 resident consultants (a junior and a senior) are about to be appointed to support the AMT team **over AFD funding**. AFD has given its non-objection for the signature of the contract:

- Junior consultant: for 2 years work;
- Senior consultant: for 2 years work.

Note: Junior consultant signed his contract on 1st of October and started to work on 1st of November 2019.

Mission

"Plan, coordinate, supervise and promote the urban passenger transport system of the Maputo Metropolitan Area, placing users at the centre of the transport policy, in order to contribute to improving the quality of life of citizens, ensuring accessibility to goods and services in adequate conditions of cost-benefit and minimising negative impacts on the environment".

Objectives

"Planning and managing public passenger transport services (...) more efficient, more integrated, safer and more comprehensive".

Tasks and competences

- Transport databases;
- Integrated transport system;
- Structural transport network, including BRT;
- Ticketing and Rates;
- Concessions;
- Operation, supervision and regulation activities;
- Technological infrastructure and support

In addition to its mandates, AMT defines its identity through the actions it is implementing:

- Strengthening public transport: coordinating the role of associations as well as private operators
- Definition of the structural network plan
- Creation of reinforced night services
- Single ticket launch
- Launch of an application for the location of transports via Txpita.
- Support for the development of a vehicular model for public transport in peripheral areas.
- Organization of the sustainable mobility week SMS 2019

The youth of AMT can justify that in their actions they do not yet perceive themselves as elements of a coherent strategy, but rather there are **referential elements that mark their strategy**:

- Commitment to strengthening public transport, with mixed management systems (PPPs)
- Use of new technologies
- Inclusiveness and effort to formalize the informal
- Importance for communication and participatory leadership

▶ OTHER METROPOLITAN STAKEHOLDERS

- **Maputo Sul- EP** is a Public entity supervised by the Ministry of Public Works and housing, which has the responsibility for the management of some infrastructures;
- **Private Operators**: Metro Bus (Train + bus private network for middle class);
- **Cooperative of Buses**.

2.3.1.3. *Municipal Stakeholders*

- ▶ CITIES COUNCIL AND SIMILAR
- ▶ MAPUTO MUNICIPALITY
- ▶ MATOLA MUNICIPALITY
- ▶ BOANE MUNICIPALITY
- ▶ MARRACUENE DISTRICT. (FROM THE CENTRAL GOVERNMENT)

2.3.1.4. *Private Operators*

The various local Transporters Associations are well known key stakeholders but a deeper analysis may help to better understand their different incentives and their potential to contribute to the plans. Moreover the group must consider some 'solution providers' that are already active (METRO Bus – see above) or others taking initiatives in the sector (JFS, various IT developers developing transport and logistical applications) and others that can partner by proposing IT platforms such as the telecom companies TMCEL, VODACOM and MOVITEL. The Real State Sector through CTA (Confederation of Enterprises) may also have to be involved as they have a say in current land development that has evident spill overs on mobility needs.

Hereafter are listed the key public transport operators:

- EMTPM- Maputo Municipal Transport Company
- ETM- Matola Municipal Transport Company
- EMB- Boane Municipal Transport Company
- Association of Chapa's Operators
- ATROMAP- in Maputo
- UNICOTRAMA- in Matola
- ULTRAMAP- Maputo Province
- ASOCTRA- Maputo
- ATHMAP- Maputo

2.3.1.5. *Academic*

UEM seems to be the referential academic institution for mobility; nevertheless there are various departments/faculties that may have conflicting visions and may be necessary to work in detail such as the Faculty of Architecture, Faculty of Civil Engineering and Department of Transport.

ISUTC is a privately owned academic institute that is focused in Transportation and Communications with important shareholders such as the national telecom company MCEL (today TMCEL) and CFM that may also be important to take on board.

2.3.1.6. *Civil Society Organisation*

Although many may point the weakness of the CSO in Mozambique there is a growing number of stakeholders to be considered. The nature of them is varied: from citizenship advocacy organizations (Cidadanos de Maputo) that recently proposed a manifesto at the time of the municipal elections including the mobility

topics to incipient Cycling initiatives (led by the private company MOZAMBIKES and including road safety stakeholders), the CSO group includes also the Corp of Engineers and the Corp of Architects that have recently renewed their management teams.

2.3.1.7. Development partners and project sponsors

AFD, WB, UN-Habitat, JICA, AECID are traditional development partners that have seen their activities reduced in the last five years but that they are expected to increase their level of involvement in the mobility sector.

This group should be completed with other potential project sponsors and global impact investors that are willing to contribute to a sustainable development and that they are taking a leading role in the SDG agenda. Some may enter the sector as projects sponsors (i.e Volvo Foundation) and may finally play an implementing role or provide mobility solutions.

Last but not least, the idea of some CSO and AMT to create an Independent Transport Observatory that will gather and promote knowledge and enhance coordination will be checked and the level of maturity and feasibility will be assessed.

2.3.1.8. Others

► OMT

Observatório da Mobilidade e dos Transportes de Moçambique (OMT – Mobility and Transport Observatory of Mozambique) is proposed as an entity that will support the development and specialization of the transport sector and mobility at urban, national and regional levels.

Its objectives are to:

- Facilitate the collection, storage and access to information;
- Participate in the monitoring of public policies;
- Promote, debate and exchange on mobility;
- Contribute to the coordination between the different actors involved in Mobility in the metropolitan area.

2.3.2. Initiatives



Initiative Mapping session

The objective of this session was to share a comprehensive understanding of past, on-going or planned initiatives linked to Mobility in Maputo.

To do so, the initiative mapping developed by T-SUM has been presented to the participants. Concerned initiative holders were then asked to give a word about the initiative. Initially, it was planned to ask the participants to present their initiatives in a standard format (in the form of a 'pitch'). However, most of the attendees had a dedicated .ppt presentation, and preferred to use their own presentations.

Numerous initiatives have been launched or are planned for Maputo Metropolitan Area in terms of Mobility. We focus here on the main initiatives that could be in interface with a potential SUMP. For a more comprehensive vision of the initiatives, please refer to the OMT website: <http://mapadeiniciativas.observatorioomt.org.mz/INICIATIVAS.html>.

2.3.2.1. Key On-Going Initiatives

Some key initiatives have been highlighted during the MobiliseDays that potentially interfere with a SUMP development and need to be taken into account in terms of coordination and scope definition.

► T-SUM “TOWARDS A SUSTAINABLE URBAN MOBILITY”

- **T-SUM project** carried by **UCL** and financed by **DFID**: aiming at identifying the conditions under which pathways to sustainable and inclusive transport and land use development can be accelerated in growing cities in the Global South, through institutional and governance processes, with case studies in Maputo, Mozambique & Freetown, Sierra Leone. . It is a 2,5 year project that started in September 2018, organized in 4 packages:



- **WP1: Conceptual framing of the project, empirical evidence** on policy development and impact from other parts of the world, local data collection and collation (existing data and additional qualitative data collection) – almost completed;

The WP1 aims are :

- To develop a novel conceptual framework & evidence base for the analysis of trajectories of transport policy development in a range of cities
- Compile positive & negative urban mobility practices from examples of relevant cities across the Global South & the Global North

- **WP2: mobility, accessibility and land use assessment** – on-going – data collection to be completed by July, and report finalized by September;

The WP2 aims are :

- To assess the base conditions in Maputo & Freetown;
- To conduct a critical examination of urban mobility, urban structure and land-use developments and related socio-economic, cultural and environmental issues;
- To assess through spatial and historical quantitative and qualitative analysis past and contemporary transport and urban policy, planning and governance, funding, legislation, and the way they have impacted both cities.

- **WP3: Vision pathways & Implementation strategies** – on going; the objective is to Initiate participative governance processes to foster new models of development based on a sustainable mobility trajectory, through evidence-based engagement with public and professional stakeholders across levels of governance and sectors - in Maputo and Freetown

The WP3 aims are :

- Initiate innovative participative policy-making, planning and governance processes to transition towards sustainable urban mobility in Maputo & Freetown;
- Establish of a Mobility Action Plan and a prioritization report

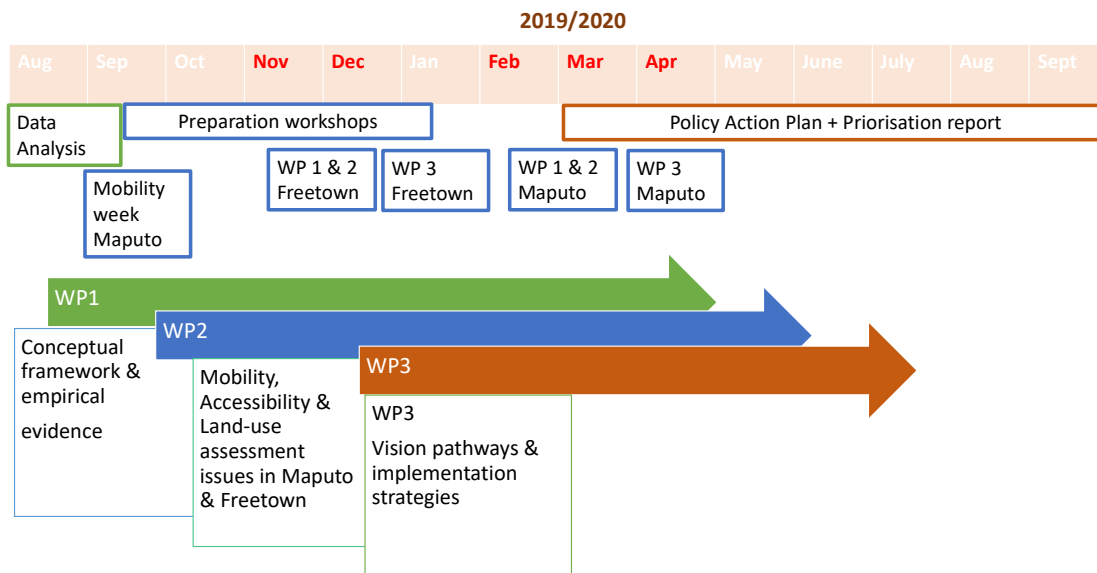
- **WP4: legacy impact.**

The WP4 aims are :

- To assess the project processes and outcomes;
- Build legacy in the case study cities; and
- Explore the extent to which the methods and learning can be applied to other cities across sub-Saharan Africa, drawing on the typology analysis produced in WP.

Figure 7. T-SUM schedule

T-SUM Timing



- **EU - AECID - UN HABITAT** “PROMOVENDO UM SISTEMA DE MOBILIDADE SUSTENTAVEL, INCLUSIVO E INTEGRADO”

The project aims at promoting a sustainable, inclusive and integrated mobility system for Maputo Metropolitan Area. The project, financed by AECID through EU funds, is carried out by UN-Habitat. The Project comprises three components:

- **Component 1: Governance.** The component aims at **strengthening AMT's regulatory and institutional framework** in metropolitan management and service delivery and **strengthening technical and institutional capacity**, and would comprise:
 - Mobility Assessment;
 - Coordination Platform;
 - Technical and normative guidelines and recommendations document;
 - Seminars and trainings for AMT's technical team and government;
 - International Cooperation and Communication Network.
- **Component 2: Planning:** This component aims at carrying out a **Strategic Plan for Sustainable Mobility**:
 - Interactive database on the transport system and mobility;
 - Transport and Mobility Diagnosis;
 - Strategic Plan for Sustainable Mobility;
 - Pilot project(s).
- **Component 3: Promote awareness of sustainable mobility** among citizens and transport operators:
 - Sustainable Mobility Week;
 - Dissemination campaigns;
 - Information and feedback centres;
 - Courses for transport operators.

However, the project is at its preparation stage, and it is not possible to confirm the expected start dates.

► **SAFARI** “PROMOVENDO UM SISTEMA DE MOBILIDADE SUSTENTAVEL, INCLUSIVO E INTEGRADO”

About 80% of mobility in large African cities is based on informal mobility systems: almost all families do not have a car but at the same time there are few public transport systems reliable and affordable. Informal solutions are preferred to official transport, often inefficient and insecure. The lack of adequate mobility systems has a negative impact on the economic development of African cities and the well-being of the growing urban population.

Through the analysis and production of new data, based on information from the use of mobile telephony, the project explores replicable bottom-up and place-based solutions and alternatives to formal models.

The project builds on three major design perspectives: **incremental disruptive innovation, place based approach, data driven co-design, in so far:**

- It brings in a major innovation, experimenting **complex data and their potentials;**
- It is based on the idea that mobility and mobility behaviors are crucial keys to understand the city and that mobility is a **crucial right and resource for people;**
- It works at the **intersection of disciplinary fields;**
- It opens the way to the generation of **new models of mobility, integrating public offer and paratransit mobility.**

The project is carried out by the Polytechnic University of Milano, in coordination with AMT and T-SUM.



► **AGENCIA METROPOLITANA DE BARCELONA**

The **Spanish cooperation** also supports governance of Maputo, Matola and AMT through the **Agencia Metropolitana de Barcelona (AMB)** on urban mobility issues.



Specialists from different fields provide their knowledge and experience to contribute to different actions of the Project “Metropolitan Management of Sustainable and Inclusive Mobility in Great Maputo: Contributions to the Operation of the Metropolitan Transport Agency”, and in particular:

- the **rehabilitation of two public pilot spaces** (a square in a mezzanine of a non-developed neighbourhood and a central hospital street);
- the **planning of bicycle lanes** (public space and mobility);
- the **analysis of concessions to private transport cooperatives;**
- the elaboration of criteria to improve the quality of collective transport, especially buses; and
- support for the project to improve the **rights of women in mobility.**

► **ARQUITECTURA SIN FRONTERAS**

ASF has been involved in Mozambique for more than 10 years in different cities of the country: Manhica, Xai Xai, Maxixe, Inhambane and Maputo.



The general objectives of ASF projects are the right to a dignified habitat and the right to the city, dignified health care and freedom from violence due to discrimination of any kind. ASF actions are based on:

- The **improvement of the infrastructures of the health network** (we work on the rehabilitation and expansion of health centres and we increase the available medical services);
- **Secure access to land** (among others, we secure a title deed to the inhabitants in order to put an end to land speculation);
- Access to **more inclusive urban planning tools** (in coordination with community leaders, the population and municipal services, ASF defines plans that encourage the controlled urban growth);
- Raising **awareness against discrimination and gender-based violence** (with seminars in collaboration with local public institutions seeking to fight for the defence of women, minors, people with functional diversity, albinos and LGBTQ+).

In particular, in cooperation with AMB (see above), ASF is involved in a project for the consolidation of an inclusive, sustainable and quality public transport network so that Maputo's inhabitants can move around the city safely.

Another objective has been to improve and strengthen the capacities of municipal technicians and civil society in the area of mobility with an inclusive approach.

ASF has also implemented a program "Mobilidade e Espaço Público" (financed by AMB in cooperation with AMT and Maputo Municipal Council) and a project of "Stops and Public Space" to develop prototypes in bus stops and a Metropolitan bus stops procedures manual.

► MAPATONA

It is a process of data collection, confirmation, release and consolidation of transport information related to routes and stops for the metropolitan region of Maputo through its insertion in the digital map platform Open Street Map (web).

It is an initiative in which various entities participate and interact: OMT, #MapeandoMeuBairro, Ubi, Architecture Without Borders, and is financed by **AMB** within the Mobility and Public Space project. At the same time, it is welcomed and sponsored by AMT as part of its strategy to constitute the first Base of Stop Data and Metropolitan Official Routes.

Between December 2017 and February 2018, the first Mapatona was developed in strict collaboration with UN Habitat.

► INFORMAL TRANSPORT MAPPING

Mapa dos Chapas Project is a research work and governance of transport that began a work of survey and mapping of data from the network of Chapas de Maputo and Matola (initially) in the year 2013 sponsored by the organization Uthende Network (RUth).

In 2017, the first Maputo City Transport Map was launched.

In that same year the project was linked to the "Think-and-Do Tank" WAZA. At this moment (2019) Map of the Chapas Project is the title of the work line on Mapping of the OMT.

► PROJECTO AECID

Project to support the consolidation of AMT and Sustainable Urban Mobility in the Pact of Mayors of Sub-Saharan Africa in its Phase III (ComSAIII). The axes of this programme are energy, climate change and urban development. The Spanish Agency for Cooperation and Development (AECID) will focus its project in Mozambique in the metropolitan area of Maputo.

The project targets energy efficiency through good urban mobility management from a metropolitan perspective that has 4 main results:

- Institutional and regulatory strengthening of the Maputo Metropolitan Agency.
- Support for the creation of an air quality monitoring network.
- Improve the public transport system of the Greater Maputo Metropolitan Area.
- Promote active and inclusive transport (pedestrians and cyclists), creating safe and accessible spaces in the metropolitan area as a complement to public transport.

It is expected to start in January 2020 to last for a period of 3.5 years.

► WORLD BANK

The World Bank is involved in both urban and mobility projects. However, the World Bank did not attend the MobilsieDays and provided very few feedback on their projects. The consultant understood that the WB was involved in particular in the following activities:

- With regards to mobility issues:
 - **Accessibility** (to social and economic amenities, employment...) study (carried out directly by the WB on its own) – A pilot project on an area will be defined from June 2019 to January 2020;
 - **Walkability** study and contribution to the decision making on scenarios and prioritization in the SUMP process – to be carried out by UCL – starting in Jan. 2020;
 - **Mapping of informal transport with cellular phone data** that could feed mobility data updating process (especially accessibility data to know where employment is located) of a mobility observatory to be put in place for the metropolitan area of Maputo ;
 - **Formalization of artisanal transport sector** in the metropolitan area of Maputo, activity to improve private sector participation in the provision of urban transport in Greater Maputo and enhance the Maputo Metropolitan Transport Agency to regulate concessions and plan public transport;
 - **Study on the cost structure of public transport**, on transport fare setting, and the public financing mechanics, goal to introduce social objectives in the public subsidy scheme;
 - **Feasibility study of one of the prioritized investment** at the end of the SUMP process;
 - **A study carried by UITP in order to propose a roadmap for a strategic plan for AMT**. It is not an in depth study, more recommendations for the strategic plan of AMT in terms of resources, legal framework, financing...
- With regards to urban issues:

The WB seems to be putting in place a 120 MUSD financing for an urban program that would encompass the revision of the urban planning of Maputo, and possibly of Matola. The launch of the activities would be planned for mid-2020, but very few emphasis on urban mobility is expected in these plans.

► ELECTRONIC TICKET

AMT's project to integrate the different means of metropolitan transport into a single transport network that can be accessed with a single electronic ticket and eliminate the payment in cash, also increasing the supervision of the service.

A public tender was launched and won by the Tanzanian company MAXCOM Africa. Its implementation is directly supported by FSD (Financial Sector Deepening Moçambique – Investing in Financial Inclusion).

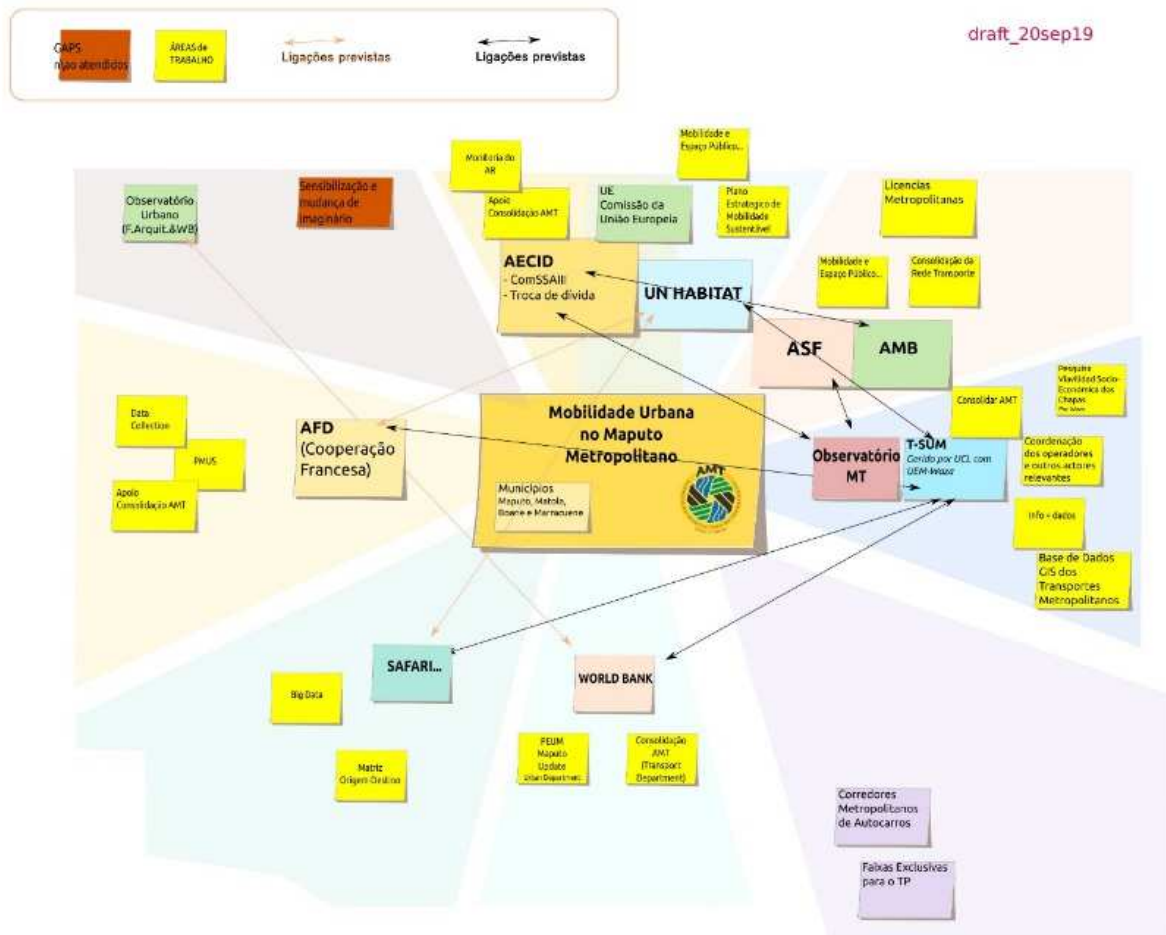
Data collection work on stops and routes is being carried out in collaboration with the Mapatona initiative and the WTO (16/09/19).

The name of the card is "Famba" after a public call to propose names.

2.

A draft initiative mapping has been developed here after (T-SUM).

Figure 8. Initiative Mapping drafted during the MobiliseDays



2.3.2.2. Assessment of the Initiatives Mapping

Mapping allows for rapid analysis of ongoing initiatives to identify gaps and avoid duplication. Within the framework of the different areas that a SUMP should address, the mapping can be used to group initiatives:

► INSTITUTIONAL AND REGULATORY FRAMEWORK :

The only initiative identified in this area is that of "EU - AECID - UN HABITAT". However, it is not possible to confirm the expected start dates.

► URBAN STRUCTURE AND SPATIAL DEVELOPMENT:

AMT has recently defined priority metropolitan corridors. It seems that the WB will fund in the future (sine die) a review of the Maputo structure plan, that the Municipality of Matola is seeking support to prepare its structure plan and the Municipality of Boane has just finished its exercise and will be presented in public soon (supported by MITADER). At the same time, MITADER is working in the area of spatial planning and intends to develop guidelines to integrate the mobility aspects in the structure plans.

▶ FINANCIAL FRAMEWORK

The only initiative related to the financial framework is the **Electronic Ticket** initiative (see above). However, it seems that this is an area without identified support and key to achieve sustainability. It is necessary to approach the financial framework in a well-structured way and connect it to the metropolitan municipalities to whom it will provide services.

▶ TRANSPORT OFFER (MOTORIZED)

Several ongoing projects led by AMT should be in this area: Metropolitan Structural Network, Electronic Ticketing, Mixed Car and Night Owls with the private initiative 'Metro-Bus' (by Sir Motors). All are aimed at strengthening public motorised transport as an alternative to private motorised transport

▶ ACTIVE MOBILITY (PEDESTRIANS AND CYCLING) AND PUBLIC SPACES

Sustainable mobility has, as one of the basic pillars for its implementation, to create safe and attractive urban contexts for pedestrians and cyclists, and to help work the streets and squares of the city, not as corridors but as a common space in the social life of a city. The projects of **Architects Without Borders** and the **Metropolitan Agency of Barcelona** (ASF-AMB), and **EU-AECID** (with **UNHABITAT** as implementing agency), aim to develop central chapters on these issues.

▶ MOBILITY DEMAND

Estimating the needs of the population in terms of mobility is essential for sizing and distributing the supply of transport and complementary measures to improve accessibility and reduce the need for physical travel. In the context of the lack of an Origin-Destination Matrix as a basic tool to analyze the demand, the **SAFARI** project -of Politécnica Milano -, aims from its academic research to offer answers from the analysis from the 'big data' that could be available (i.e. aggregated data from Google or from mobile phone companies).

▶ ROAD SAFETY

This theme is led by the Government through the National Directorate of Transport and Road Safety of the Ministry of Transport and Communications. There are two civil society organizations that lead this cause: AMVIRO and AMEND with ongoing initiatives.

▶ URBAN FREIGHT AND LOGISTICS

No real initiative the SUMP could rely on.

▶ INCLUSION / ACCESSIBILITY / GENDER

The project "Sustainable and inclusive mobility in the metropolitan area of Maputo", led by ASF with the support of AMB, has cross-cutting issues as the basis of its work, both with regard to the inclusion of vulnerable groups and with regard to issues of violence against women in public transport and associated urban space.

▶ DIGITAL SOLUTIONS FOR MOBILITY

AMT has two major digital content projects, in collaboration with Maxcom (**electronic ticketing**) and Txapita (**bus fleet control application**).

The Chapas Project Map, a project now linked to the Observatory (OMT) is working with the civil society initiative #mapeandomeubairro#, ASF-AMB and AMT, on the digitalization of REM's transport database, through the platform that offers Open Street Map. The Chapas Project Map is also part of an African network called **Digital Transport 4 Africa** (led by AFD).

Finally, **Kwellaa** is an application that allows you to book seats on high quality Chapas. Sir Motors participates in several digital projects, such as the electronic ticket for MetroBus or various fleet management applications.

► AIR POLLUTION AND GHG EMISSIONS

As part of the project that **AECID** intends to start in January 2020, one of the 4 results is dedicated to this theme.

► FORMALIZATION PROCESS OF THE PARATRANSIT

There are several public and private initiatives that seek to work on the process of formalizing the 'chapas' and 'MyLoves': AMT with the Transport Development Fund (FTC) and the Maputo Municipal Council (CMM) have supported the formation of cooperatives of former chapas owners, capable of managing corridors whose operation includes buses.

Municipalities have also been working to establish standards for 'chapas', according to the routes established, placing information lanes, prioritizing licensing, etc. The Chapas Project Map is a way to officially consolidate routes and stops. The Safari initiative may also provide info with this regards.

► INDICATORS / MONITORING

AMT is working with **OMT** to design various types of indicators to help establish the necessary oversight of the transport system.

The mapping of ongoing/forecasted initiatives pointed out a need to **strengthen the work on issues related to the financial framework** of SUMP. The statute of the AMT foresees the origin of the revenues that will be made available more either from the point of view of the functioning of the transport system, the functioning of the agency or the financing of the investments that will be needed for any future plans and it is not possible to project in a reliable way the resources that will be available in the coming years. This is one of the main weaknesses of the framework, which must be quickly overcome.

In addition, the operating models that can be a reference for AMT are based on a transfer of resources from the municipalities to the metropolitan entities, which, in the current context of infra-financing by the authorities does not seem feasible, and on the contrary, anticipates a **competition for scarce available resources** that will create stress in the governance of the metropolitan area.

The imminent launch of the **single ticket** is an important tool that will contribute to better financial management of public transport while also providing updated data that after analysis can contribute to a better knowledge of the financial framework. However, there seems to be a consensus that the introduction of the ticket will be a major challenge and may cause imbalances in the current system by touching **elements of political economy**. And therefore a sensitive subject that is always better addressed in a group.

► SOCIO-ECONOMIC UNDERSTANDING AND COMMUNICATION

Today the problems of the "The car in the centre and the low density city" model are well known and has been reported for the past year. However, **the aspirations and dreams of the population** - as reflected in the first results of the TSUM group dynamics - seem to identify the socio-economic success in the car and the ideal housing in a low density city.

Therefore, this vision is hardly compatible with sustainable mobility. It will be necessary to reinforce awareness to initiate a necessary **change of mentalities** and it seems that one of the major activities that will need to be addressed through a well planned, structured and mediated **communication campaign** will be sustained over time. The diversity of actors mobilised in SMS 2019 makes it possible to be optimistic for the time being about the possibility of joining forces for an ambitious campaign.

At this point it will be possible to discuss who and what the pilot of the campaign is; for the time being, AMT is limited to the objectives expressed in its website "plan and manage". However, if planning and management is understood in a comprehensive and complete way, there are elements linked to the behaviour of people that influence planning and management and that both from the point of view of available resources and existing capacities can be approached much more efficiently and effectively since the **subsidiarity of the supramunicipal level** (the metropolitan level) and therefore the AMT seems the legitimate entity to lead.

► ADMINISTRATIVE STRUCTURE OF GOVERNANCE

The administrative structure of the agency is not yet fully consistent with the messages that are passed on at the management level. Thus, as long as the municipalities are not represented on the board of directors, the **administrative structure cannot be considered participatory** and in cases of conflict, the AMT will run the risk of not being legitimated despite the many personal efforts that could be made. It therefore seems to verify the reasons that have led to the current composition of the Board of Directors and it may be relevant to approach the composition of the Board of Directors with flexibility and pragmatism.

► COORDINATION TO IMPROVE EFFICIENCY

The Observatory (OMT) has developed a series of activities that appear fundamental to the most recent evolution of the sector (Map of Plates, Indicators of Monitoring it, design of improved My love, data collection, etc.). T-SUM has channelled some resources through a hybrid WAZA/Observatory entity without being able to guarantee a minimum of resources for the operation from 2020 onwards.

In parallel, international cooperation through the EU-AECID-UN HABITAT programme will provide resources for the UN Habitat to develop some of the functions that had been identified to be developed by the OMT; an example of a potential optimisation of available resources and an obvious efficiency gain for the sector that is not yet solved.

The below table summarise the key modules/topics to be tackle in a SUMP, with the activities / initiatives potentially linked (on-going/planned). It does not mean that the topic is covered from a SUMP perspective, but that a SUMP process shall interact with the identified actors to ensure data collection and coordination:

Figure 10. Mapping of the initiatives and gap analysis from a SUMP point of view

	Activities linked – on going	Activities linked - planned	Comments
Coordination & Management			
Coordination & Management	-	-	AMT to lead. As of now, lack of coordination between the vairous stakeholders UN-Habitat project through its component 1 intends to implement a coordination platform
Statu Quo analysis & Scenario building			
Institutional and regulatory framework	-	UN-Habitat (AECID)	Through its component 1
Urban diagnostic	District & Municipalities	Updates of Urban Plan (WB)	Lack of relevant urban planning vision is an obstacle for the Mobility planning.
Mobility challenges	T-SUM	T-SUM	
Mobility demand	SAFARI / Mapaton	SAFARI / Mapaton	Analysis from the 'big data' that could be available (but no urban freigh & logistics) / Digita map platform (open street map)
Mobility offer	AMT (various initiatives)	AMT (various initiatives)	Metropolitan Structural Network, Electronic Ticketing, Mixed Car and Night Owls with the private initiative 'Metro-Bus'
Active Modes	AMB / ASF		Public spaces & mobility
Inclusion / accessibility / Gender	ASF / UN-Habitat – T-SUM	WB ?	
Public spaces	ASF / UN-Habitat	ASF / UN-Habitat	Prototypes in bus stops and a Metropolitan bus stops procedures manual developed Rehabilitation of two public spaces on going + bicycle lanes planning
Air pollution / GHG emission	-	UN-Habitat (AECID)	Yet to be confirmed
Paratransit	AMT / SAFARI	AMT / SAFARI	Informal Transport Mapping (Map of the Chapas project)
Vision, goal setting & Measures planning			
Strategic vision for urban mobility	T-SUM (WP 3)	T-SUM / UN-Habitat	T-SUM wil provide through WP3 a vision pathways that shall be a strong input.
Goals, targets & Indicators	OMT (pilot indicators)	OMT	
Scenario building & potential measures / actions	-	-	
Budget & Finance			
Available finaning	-	Electronic Ticket / WB ?	Electronic ticket can be an important tool to contribute to a better financial management of public transport. However there is a critical need for a financial framework study, with regards to the revenue potential, AMT financing & sustainability, operating models, etc. WB to carry out a study on the cst structure of publci transport ?
External finance	-	-	
Implementation plan	-	-	
Participatory Approach			
Participatory approach	AMT (SMS) / AFD (MobiliseDays)	T-SUM	
Communication	AMT (SMS)	UN-Habitat (AECID)	UN-Habitat project through its component 3 aims at promoting awarness of sustainable mobility
Capacity Development			
Capacity Development	-	UN-Habitat (AECID)	UN-Habitat project through its component 1 intends to provide seminars and trainings
Pilot Projects			
Pilot projects / Quick Win projects	AMT	AFD / UN-Habitat (AECID)	UN-Habitat project through its component 2 intends to impelment pilot projects

2.5. Pilot Project

'Pilot Projects', or 'Quick Wins' are actions that could be implemented in the short term, with visible effect, aiming at communicating and sensitising the population on sustainable mobility in order to encourage transformation of urban mobility in Maputo Metropolitan Area (MMA).

These projects shall highlight the importance of the development of open spaces, walkways and cycle-tracks, to ensure an equitable sharing of the public space among the citizens whether they are car users, pedestrian or cyclist.

Such projects or actions shall promote sustainable development and climate change benefits, be scalable and/or replicable and contribute to long term transformation, such as:

- Pedestrianization of roads / part of roads (and potentially only part of the day);
- Testing staggered hours to reduce pick hours (in some schools for example);
- Build terraces on parking spaces;
- Protected/dedicated cycle lanes;
- Provide radars indicating the speed of road users;
- Information on walking, cycling and car travel times at key location;
- '3D painted' pedestrian crossing with road indicators;
- Neighbourhood maps in front of bus / taxi stations (with accessibility map);
- Modification of important crossroads;
- Etc.



Pilot Project identification & Prioritization

Figure 11. Pilot Project session outcome

One of the objectives of the MobiliseDays is to come up with one or several ideas of realistic Pilot Project (Or quick-win projects) which could be implemented in the short term with visible effect aiming at communicating and sensitizing the population on sustainable mobility in order to encourage transformation of urban mobility in MMA.

Thus, a sessions was held to provide the framework for the participant to express their ideas of such project and prioritize them by collectively map those ideas on a Difficulty / Importance map to prioritize the potential Quick-Win Project.



The key outcomes were screenshot through the Klaxoon tool:

The more impactful and realistic ideas for a Pilot project are listed down hereafter:

- Preparation of a **communication plan on mobility** ;
- Development and improvement of **pedestrian crossings**: safe school pedestrian crossings, special crossings (3D, bumps, etc.);
- **Pedestrianisation** : of a street & Pedestrian first system / Car-free walking routes / Freeing walkways (by steps) ;
- More regular and frequent "**Car-free days**" (first Sunday of each month);
- Development of an **App** which will help data collection on operating collective transportation and licensing ;

- Implementation of **bike parking** within the bus terminal ;
- Defensive trainings of drivers ;
- T-SUM & SAFARI Workshops ;
- Elaboration of **temporary priority lanes for public transport**;

Whereas most of them can have a metropolitan dimension the priority should be given to those that could be implemented from the AMT and where its status provide the necessary legitimacy.

Based on the outcomes of the session, and after coordination with AMT and OMT, the following Pilot Projects are proposed as priority:

1. Development of a metropolitan management tool (app') for collective and semi collective transport licenses. The ultimate objective is to develop an IT tool to support (i) AMT and (ii) Municipalities to manage transport licenses;
2. Supporting a communication campaign for Urban Mobility. The ultimate objective is to sensitize the general public to sustainable urban mobility topics;
3. Attracting and developing talent for Urban Mobility. The objective is to provide capacity building on future professionals of the urban transport sector.

Draft development of the three pilot projects have been prepared and are presented in Appendix.

2.6. Road Map

Two sessions were organised to design the draft road Map:

-  A SESSION DURING THE MOBILISEDAYS, USING KLAXOON:

Figure 12. Road Map session outcomes



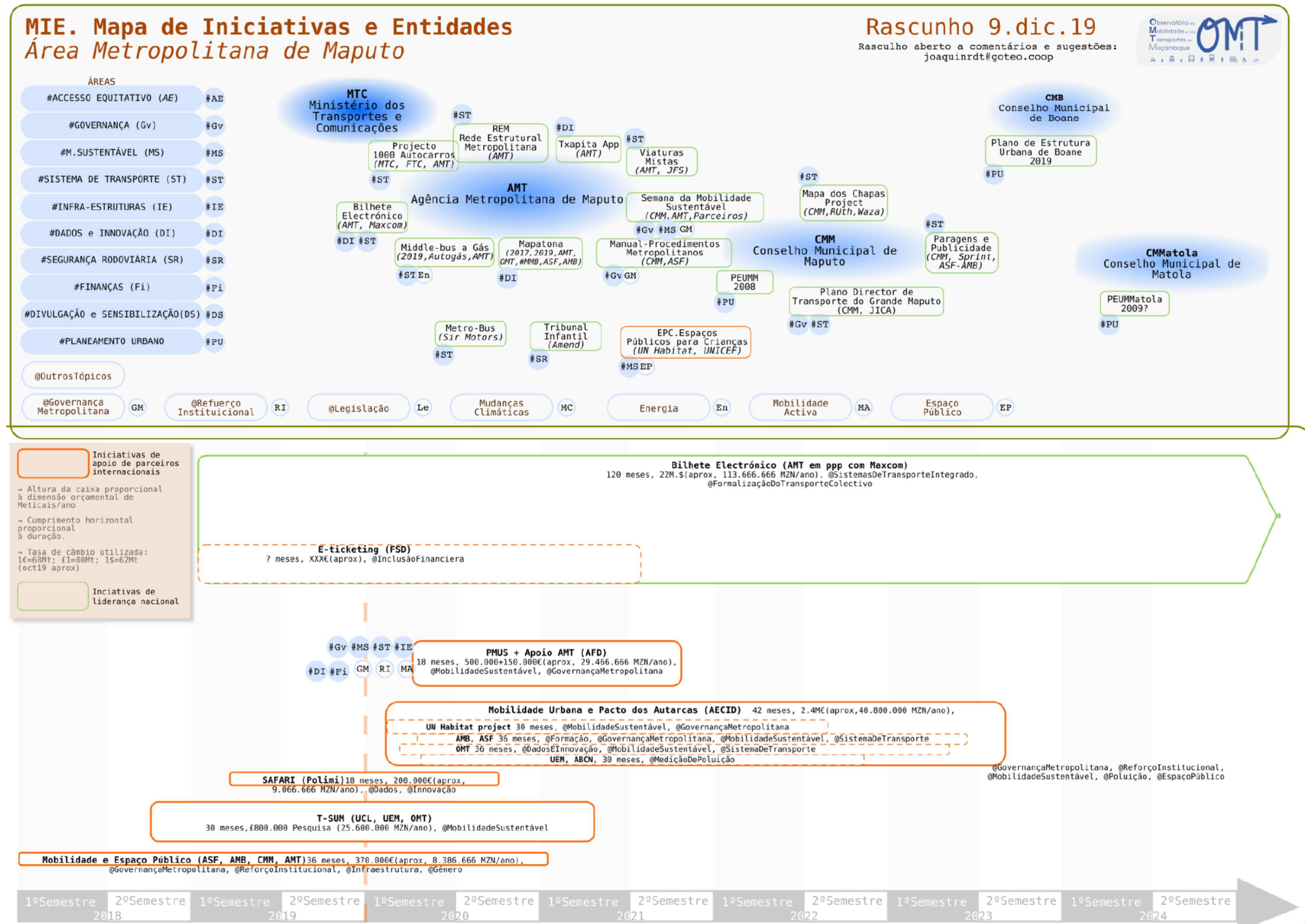
- A SESSION DURING THE DEBRIEFING, GATHERING AFD / CONSULTANT / T-SUM / XXX.

The following challenges were raised:

- Uncertainty on the calendar of activities;
- Uncertainty on the WB contribution, especially in the field of mobility;
- Uncertainty on the content of the UN habitat mobility program;
- Draft roadmap was produced, need to check with all municipalities that they will agree and commit.

The draft road map, highlighting the planned activities as per today's information is presented in the below figure:

Figure 13. Draft initiatives mapping / Road Map developed by OMT



3. ACTION PLAN

3.1. Key conclusions

3.1.1. A consensus Over the Need for a SUMP

There is a vision of consensus regarding the **great potential of the city of Maputo and the metropolitan Maputo** to evolve positively on the path to sustainable mobility: the fact that Maputo Metropolitan Area has not yet reached a chaotic situation is one more opportunity, but there is urgency to act at various levels.

All stakeholders thus agree on the need for a Sustainable Urban Mobility Plan for the metropolitan area.

Despite the fact that numerous initiatives have been launched or are planned on sustainable urban mobility, there is also a consensus on **AFD experience to assist in a SUMP preparation**. And its relevance to assist the AMT to carry out the SUMP process in coordination with all stakeholders (in particular UN-Habitat).

3.1.2. Obstacles

However, there are obstacles to be tackled to ensure the success of such a process. In particular:

- Mobility planning is **strongly dependant to urban planning**. Yet, the urban planning documents in the metropolitan area need to be revised and coordinated. Either the SUMP process should be carried out in parallel to the Urban Planning vision development, either the SUMP should comprise itself a strong urban planning component, developed in a participatory approach, in particular with the municipalities and the district.
- **Many initiatives exists** with regards to the mobility. However, a **lack of coordination** has been highlighted. In particular, it can be noted that UN-Habitat intended to carry out activities that seem to be closely linked / overlapping with a SUMP process. AFD and UN-Habitat shall coordinate to better understand the scope of each program of activities and avoid duplication. AMT would be a perfect body to centralized and coordinate all initiatives.
Post MobiliseDays: Following AFD/UN-Habitat/AMT discussion, the scope for each stakeholders has been specified. AFD will be leader on the SUMP implementation and all technical studies required (including Analysis of JICA Master Plan, Mobility Demand/Offer, technical justification and all other technical components) while UN-Habitat would be more involved in the legal and institutional framework for a metropolitan mobility governance, trainings and sensibilisation/communication, and support to AFD in the SUMP process). The scope allocation between AFD and UN-Habitat is presented in Appendix 4 (letter from AMT to UN-Habitat).
- The **cultural dimension is key**, considering the fact that, based on T-SUM work, the citizens seem to aspire to car owning and horizontal urban development, which seem incompatible with sustainable mobility.
- The **Metropolitan institutional framework needs to be consolidated**, embracing a participatory approach (including at institutional level and a stronger representativeness of citizen).
- **Financing is a key challenge**. Not tackled so far, the sustainability of the mobility (in particular for the operation) would require a specific attention.

3.1.3. Quick Win are a Must

Actions will be required in the short term to sensitize the citizen and showcase that improved condition of mobility will generate better leaving condition. As a consequence, Quick Win projects need to be defined and implemented to illustrate the possible evolution of urban mobility. Moreover, Quick Win projects could also strengthen the AMT positioning.

Two Quick Win Projects have been identified, and could be implemented in 2020:

- Preparation of a communication strategy and plan, including an initial phase of implementation;
- Development of an IT tool (app) to contribute and share data collection related to actual operating transporters and their licensing.

3.1.4. AMT - Governance / Capacity Building

The **Metropolitan Area is the right scale for urban mobility** analysis for Maputo, and the AMT is thus the relevant structure to coordinate and push forward urban mobility development for MMA.

However, the AMT is facing challenges to carry out its mission.

► GOVERNANCE CHALLENGE

There is above all a strategic governance challenge to ensure the **sustainability of the AMT and its financial sustainability in the long term**. In particular, the administrative structure of the agency is not yet fully consistent with the messages that are passed on at the management level.

Indeed:

- The **municipalities are not represented on the board of directors**, which is a weakness in terms of coordination, participatory approach and legitimacy for the AMT, putting the AMT at risk. It could thus be considered to amend the AMT's statutes to include municipalities in the Board of Directors, in order to ensure readability / visibility of AMT role and a stronger political support.
- The **financial sustainability of the AMT needs to be assessed**. As of now, the revenues guaranteeing the operation of AMT are defined in its statutes (% of the ticket recalls), but the corresponding amount is hardly predictable at this stage. A revised financial scheme could be thought out, linked with the AMT status revision mentioned above.

► CAPACITY BUILDING AND TECHNICAL ASSISTANCE

The AMT is thus foreseen to be the central stakeholder for a SUMP implementation. However, its current structure and organisation has to be assessed against the action plan the AMT will have to manage and implement.

The team is comprised of:

- The CEO;
- One technical staff;
- One administrative staff;
- One junior consultant;

Although the team has been strengthened with the assistance of the AFD (junior and senior consultants), the team does not seem to be sufficiently equipped to carry out its missions on the long run. **Capacity Building** activities will be required, in particular with regards to the following topics;

- **SUMP process**, and project owners responsibilities to implement a SUMP;

- **Contractual competences** (for both call for tender process and contract management), with a sound knowledge and understanding of funders practices and process;
- The structuration of a **dedicated team for the SUMP**, in the form of a Project Management Unit (including Project director, Project Management Officers, Contract manager, E&S specialist, Mobility expert, administrative staff, IT and communication support, etc.).

This support could take the form of a Technical Assistance in the context of a SUMP.

► CAPACITY BUILDING FOR NEW TALENT

In addition, the idea of **developing talent for Urban Mobility** has been developed (see proposed pilot projects) and appears to be an innovative way that could be further developed to ensure the availability of professionals at mid-term (1 to 2 years).

The AMT could be supported in developing and implementing a training program for professionals at two levels (future managers and field surveyors) in order to meet the coming needs for Urban Mobility experts.

Such a program could be developed in interaction with a SUMP development, where students would be actively involved in the various steps of the SUMP and benefit from such an experience.

3.1.5. Kick-Off Event

Due to the time constraint to organise concomitantly the MobiliseDays and the 2nd Mobility Week, the mission's scope has been reduced and no preliminary assessment mission has been organised prior to the MobiliseDays. As a consequence, the MobiliseDays were organised mainly over documentation analysis and aimed to be a dedicated event to gather potential stakeholders around the same table and sensitize over the need for a coordinated SUMP.

In addition, many stakeholders are at the early stage of the structuration of their initiatives (incl. UN-Habitat) and on-going studies shall provide very relevant information that could provide guidance for the scope of a SUMP definition (on-going activities from T-SUM, strategic study of AMT, Urban Plan revisions, etc.).

As a consequence, a dedicated time for coordination between the involved stakeholders would be required in order to fine tune the scope of each stakeholders – and in particular the scope of a SUMP – prior to another kick-off event for the SUMP.

Coordination between the various stakeholders could take place until early 2020 in order to organise a Kick-off event in March 2020 to finalise the SUMP Consultant ToR and launch the selection process end of March.

3.2. Added Value of AFD involvement

► AFD AS AN EXPERIENCED SUMP BODY.

AFD has a sound experience in supporting SUMP development, in particular due to the numerous SUMP development it led and as funding partner of the MobiliseYourCity initiative, and is recognized by the various stakeholders met as legitimate to carry out this key activity.

On the other hand, UN-Habitat project (still under structuration) is envisaged as the mobilisation of a single experienced expert, which does not seem to be appropriate for a real SUMP preparation (that requires strong team with dedicated means and tool to collect and assess data, use modelling tools to forecast the transport demand, analyse the institutional, regulatory and financial frameworks, define scenarios, animate participatory approaches, define indicators and monitoring processes, etc.).

Although UN-Habitat initiative would be of a great support (and would need to be coordinated with) the concept and expected outcomes of UN-Habitat initiative would not consist of a SUMP as per MYC concept, and AFD experience in the field justifies its role as **leader to own the SUMP**.

► FINANCIAL SUPPORT FOR QUICK WIN

As previously introduced, Quick Win Projects are a must in today's context in the MMA. However, the AMT nor the municipalities have the financial means to launch these initiatives.

AFD financial support for the implementation of the Quick Wins would be of a great support.

► FINANCIAL SUPPORT FOR CAPACITY REINFORCEMENT OF AMT AND T.A.

Similarly, the AFD financial support would be of a great help for the support specifically needed for the SUMP, including:

- Capacity Building activities;
- Technical Assistance (Project Management Unit structuring).

► FOCUS ON ECONOMIC AND FINANCIAL ASPECTS OF TRANSPORTATION & MOBILITY

From the workshop, it seemed that the **big missing element was the economic and financial dimension** of a SUMP. None of the current initiatives seem to take into account this issue, which is fundamental to a sustainable ("green" but also financially sustainable) urban mobility policy. This may be an opportunity for AFD to contribute. Specific studies may indeed be necessary (if necessary prior to the launch of a SUMP, or a specific focus in the SUMP).

3.3. Action Plan

The proposed action plan for the AFD could be summarized as following:

Figure 14. Action Plan

TimeLine	Action	Comments
Coordination		
Until April 2020	Coordination with all concerned stakeholders in order to fine tune the scope of: <ul style="list-style-type: none"> • SUMP; • Technical Assistance; • Pilot Projects 	<ul style="list-style-type: none"> • In particular, coordination with UN-Habitat, T-SUM, and the WB. • Attend the T-SUM workshops
May 2020	Kick-Off Event / MobiliseDays II	Gathering the actors and civil society to present the SUMP process for MMA and finalise the scope
May 2020	MoU between the various stakeholders	A formal commitment between the key stakeholders, stating the scope, role and responsibilities of each of them and the modalities of coordination, would allow a better coordination, support, and added-value from each of them.
Technical Assistance		
June 2020	ToR publication	
Sept. 2020	T.A. Selection	

3.

TimeLine	Action	Comments
Pilot Projects		
June 2020	ToR publication	
Sept. 2020	Selection	
March 2021	Implementation	
SUMP		
June 2020	Launch of the Call for Tender to select the Consultant for the SUMP	
October 2020	SUMP start	
March 2022	SUMP finalisation	
June 2022	SUMP Validation	

ANNEXE 1. PILOT PROJECT

SHEET 1

A metropolitan management tool for collective and semi collective transport licenses

General objective: Improve management of collective transportation

Specific objective: to develop an IT tool that will support (i) AMT and (ii) Municipalities to manage transport licenses

General context:

Recent surveys of semi collective transportation are showing that a substantial number of semi collective transportation vehicles circulate without the necessary legal authorizations in Maputo metropolitan area. During the most recent vehicle counting in September 2019 it has been observed that 35 % of vehicles out of almost a thousand observed in Maputo area were not in position to provide proper registration. The same trends were observed in Matola area where transport offer is less known and it is estimated to be provided by at least five hundreds vehicles.

Whereas there is a need for enforcement of the law, it must be acknowledged that non licensed transport necessarily complements the limited offer of collective and formal public transport. Transporters associations are in charge of supervising a number of corridors and routes, the reasons underlying these irregularities must be correctly understood so as to implement the adequate policy measures. Some associations observed that some routes are in such bad conditions (they are called 'the cemetery' or 'death routes') that it makes for them impossible to run a proper business and they used old vehicles that have already been amortized but that they would never meet the technical conditions for a formal license.

Moreover, as the metropolitan transit and exchanges grow, the control and supervision of licenses awarded in one Municipality is not coordinated nor registered in the others while management becomes more complex without a proper tool to share information.

Proposal:

After conducting the necessary diagnosis of the current systems, AMT proposes to design and develop a data base and IT tool that will allow to create a common understanding of all licensed vehicles available. The tool is designed for the use of all stakeholders that mandated of monitoring and supervision of public transport including (i) AMT itself for the Metropolitan Network, (ii) Municipalities and districts for their particular networks, (iii) transit police and (iv) INATTEP. At a later stage, the tool could be made available for a wider public so as to involve citizenship monitoring following some successful recent experiences of municipal services (i.e MOPA for waste disposal).

The tool would be open sourced based, would include the development of a mobile application and could be exported to other municipalities in Mozambique.

Implementation would start at metropolitan collective main corridors and once tested would be extended to semi collectives both in the metropolitan and municipal networks.

The tool would reinforce AMT's identity and image as technical support and advisor to sub-metropolitan entities.

The information generated would be subject to a regular monitoring report that would set the basis of a performance monitoring indicator to be developed in coordination of AMT and the Transport Observatory (OMT).

Implementation and expected resources:

- Diagnose: 1 month
- Design of the tool: 1 month
- Software development: 1 month
- Testing and checking: 1 month
- Implementation to final scale: 6 months
- **TOTAL time:** **10 months**

A service provider that will proof a blend of IT development capabilities and understanding of the sectorial context will be contracted to conduct all services including the necessary communication and training of the end users. The activities would be monitored by AMT that will facilitate access to all key stakeholders and legal information.

An estimate of 75.000 EUR is budgeted to implement the proposed project.

ANNEXE 2. PILOT PROJECT

SHEET 2

Supporting a communication campaign for Urban Mobility

- General objective:** Sensitization of the general public to sustainable urban mobility topics
- Specific objectives:** to define and implement a communication strategy on one key topic for sustainable urban mobility: the low density city (city sprawl) and its implications for Maputo metropolitan area

General context:

One of the key elements that arises from SMS 2019 and on-going research is the fact that the current aspirational models of economic success imply city sprawl and individual car use which are challenging the overall sustainability of urban mobility in the metropolitan region. The aspirational models must be curved out through debate and communication campaigns with adequate resources and sustained in time in parallel to reinforcement of the public transportation offer and introduction/promotion of active mobility modes.

Proposal:

AMT would be in charge of coordinating the definition of an urban mobility communication campaign with messages that can be shared among the metropolitan entities (AMT, Municipalities and districts) and that would address excessive use of individual car and city sprawl challenges.

After designing a communication campaign to be discussed and agreed in a participatory approach with the communication and transport departments of the metropolitan entities, the material to be prepared will be short films (5 minutes), spots (45 seconds), press files, tv show debates, and launch and closure events and the necessary communication material.

The campaign will include cooperation & coordination with other on-going communication initiatives, namely gender and security and safety, will ensure contribution to SMS 2020 and will be designed so as to mobilize additional sponsors that will allow to scale-up the campaign.

Implementation and expected resources:

- | | |
|---|---------------|
| - Design of campaign and consultative workshop: | 1 month |
| - Production of communication material : | 2 months |
| - Implementation of campaign: | 9 months |
| - TOTAL time: | 1 year |

A service provider that will proof a blend of communication and media management capabilities, and understanding of the sectorial context will be contracted to conduct all services including the implementation of the campaign. The activities would be monitored by AMT that will facilitate access to all key stakeholders and key information.

An estimate of 75.000 EUR is budgeted to implement the proposed project.

ANNEXE 3. PILOT PROJECT

SHEET 3

Attracting and developing talent for Urban Mobility

- General objective:** Building capacity on future professionals of the urban transport sector
- Specific objectives:** to implement a training program for young professionals at two levels: (i) future managers, (ii) field surveyors and behavioral influencers
- to promote research in the field of transportation for masters degree or doctorate levels

General context:

One of the challenges identified during the Mobilize days was the need to create a critical mass of professionals knowledgeable of transport and mobility issues that would be a base for the development of stakeholders and institutions active in the sector.

Young professional programs have been proven as adequate tools to attract and develop talent in nascent institutions in developing countries where there is severe constraint by the public sector to recruit and offer attractive packages to young individuals that are used to work with the latest IT tools.

A critical mass of professional must combine different degrees of specialization and levels of training. While IT tools are making obsolete the inefficient and costly field works for surveys and monitoring in such a sector as urban transportation, the complexity of metropolitan urban mobility will require the necessary linkages between big data and field work. The starting-up entity of Transport Observatory has been capable of mobilizing and coaching several groups of young people that have provided and invaluable contribution to the very few researchers in the sector. Most of them, have the potential to become referents in their communities to influence change of behaviors towards mobility.

Due to its geography within the Southern Africa region, regional transport is considered one of the key drivers for economic development of Mozambique and these areas of transport have traditionally attracted international cooperation, and thus research and capacity building has focused on regional transportation issues. As a result there is little research in the urban transport themes, and the very few researchers and transport academic see the interest in working solely in the urban and mobility dimension.

Proposal:

AMT would catalyze the creation of a high level selection panel that would allow to identify a long list group of young professional that have the potential to become urban transport leaders of the future. The panel will conduct a transparent and equal opportunities selection process and will later accompany an estimate of 8 young professionals that would work in the transport departments of the metropolitan stakeholders (AMT, Municipalities and districts). The panel will monitor and coach the young professionals during two years individually and in groups to promote a corporate vision. During the period AMT will have to gain the necessary political support and the financial capacity to propose the successful candidates an ideal 5 years contract that would meet their expectations.

Transport Observatory will identify a group of 12 young professionals that have participated in field work and surveys for various thematic and would develop training and coaching through "on-the-job" approaches.

The group will, in practice, contribute the monitoring and research ambitions of the observatory while they receive coaching from senior and consolidated professionals.

AMT would propose areas of research related to urban mobility to end term master degree or doctoral students. The best 5 researches – selected by the panel referred above - will receive a monetary prize at the end of the agreed research period.

Implementation and expected resources:

Future mobility managers

- Constitution the expert panel: 1 month
- Long list of young professional and ToR preparation: 1 month
- Selection process: 1 month
- Young professionals support: 2 Years
- **TOTAL time:** **2 years and 3 months**

The estimate budget for each Young professional is 12.000 USD salary per year + a training package of 5.000 USD thus a cost of 29.000 USD per young professional. The overall budget for the young professional programs may be covered by various partners. (8 young experts @ 29.000 USD = 232 000 USD)

Future mobility activists

- Selection process: 1 month
- Development of training and coaching program: 1 month
- Activist supports and research: 1 Year
- **TOTAL time:** **1 year and 2 months**

The estimate budget for each activist is 6.000 USD salary per year + a support package of 2.000 USD for IT equipment and logistics, thus a cost of 8.000 USD per activist. The overall budget for the activists programs may be covered by various partners. (12 activists @ 8.000 USD = 96 000 USD)

Research prizes

- Research period: 6 months
- Selection and award: 1 month
- **TOTAL time:** **7 months**

Participation in the expert panel will not be remunerated but a budget of 12.000 USD would be set aside to ensure secretarial functions of the whole program (three components by AMT).