Public Sport Policies: Characterization of Sports Services and Human Resources in Municipalities of Mozambique

By Gustavo Paipe[*] & Maria José Carvalho[‡]

Municipalities have an important role in the provision of sports services for citizens. Imperatively, the allocation of qualified human resources is a fundamental requirement for success in the programmes offered. The aim of this study was to characterize the sports services and human resources in municipalities of Mozambique. Data collection was accomplished by using a semi-structured interview directed to councillors and a questionnaire to sport municipal directors. It was applied a content analysis and descriptive statistics analysis for the results derived from the interviews and questionnaires. The results indicated that 91.7% of the municipalities were created in 1998 and 8.3% in 2008. On the other hand, the perceived services efficiency in general was considered as regular. Regarding human resources, the large majority (75%) of the employees do not have qualification in sport training. This indicates that training in leadership; policy formulation; general management; strategic planning; public relations; legal aspects and sport law; sport marketing; programme planning and accounting in sport are required.

Keywords: *efficiency, municipal policies, qualification in sport, services creation.*

Introduction

The interest in sports practice along the 20th century has gained an important social significance, especially in developed societies. Several forms of participation in this social space have emerged (Shilbury et al. 2008). Sport, as a cultural habit, has no longer been practiced just by the aristocracy – who ensured its reproduction through the school institutions. It became a practice of the working classes belonging to associations formed to host and develop regular sports practice (Marivoet 1997).

The social involvement of classes with less economic and cultural resources brought new attitudes and values (Hoye and Nicholson 2009). This idea was supported in the recognized qualities of sport practice: its ability to contribute to the well-being (Bento and Bento 2010) and comprehended as a powerful vehicle for the return to Nature in an increasingly urbanized society (Sérgio 2001).

Today we are experiencing lifestyles from the globalization phenomenon. Nowadays, we have access to practices that are carried out in other countries and in different cultural contexts that allow us to assemble rich and valuable experiences (Prista 2012). These experiences, provide the awareness of different

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realities and needs (Pereira 2009) inducing an adequate answer from public authorities (central, regional or local).

The operationalization of possible solutions to this demand is a challenging task. However, with the creation of legislative documents associated to sports practice, a growing political attention to the sports offer is shown in Mozambique (Paipe 2015). This evolves exclusively through different levels of participation and involvement of practitioners, technicians and leaders in the domain of public and private organizations.

This article proposes to study the contribution of public organizations in sports practices, since the participation of these organizations is expressed in the interests of promoting and massificating sport for most of the population. Hence, physical and sporting activity is available to everyone, competing to a greater or lesser extent to the promotion of healthier lifestyles.

In developed countries, the opportunities that are offered to the practice of sports are higher compared to those exhibited by developing countries. Africa is a continent where most of the countries have a low human development index and most of the population lives mainly based on subsistence activities, lacking of means and effective monitoring conditions of calamities, such as droughts and cyclical floods. Sports activities do not constitute a priority and are not a subject of highlight (Nhantumbo et al. 2006). The health services are confronted with the pursuit for solutions to problems of nutrition as well as endemic diseases/ contagious constraints (World Health Organization 1990).

Moreover, the increasing urbanization of African societies[1], the accelerated adoption of habits of industrialized countries and, in some cases, the improvement of hygienic conditions (Alwan and Modell 2003) have increased the sedentary lifestyle. This leads to associated hypokinetic diseases, which begins to worry the health authorities (Prista 2012), requiring the development of intervention programmes and definition of appropriate public policies.

In this regard, Mozambique is dealing with problems that underpin its interest in sport, with orders and legal regulations. Official documents are prepared and promulgated, making sport an object of public policy. Nevertheless, Mozambique is a developing country, consequently, presents a faulty public policy (typical of this kind of countries) where education system, health and housing, among others, are not the most appropriate and this indirectly influences the national sports system (Chappell and Seifu 2000).

It is in this perspective that municipalities, as entities of Government that are closest to the citizens, have fundamental duties and responsibilities for the achievement of the Mission of State. This mission pretends to serve the citizens and organizations, provide good answers to aspirations, needs and motivations, and contribute to the improvement of a quality life through definition of policies and provision of sports services that promote healthier lifestyles (Gallardo Guerrero and Gómez Jiménez 2004, Pereira 2009).

In this research, a dual approach was used. First, to analyse municipal sport services regarding to its creation and positioning, and on the other hand, to

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[1]UNFPA, State of world population 2007: Unleashing the Potential of Urban Growth. http://www. unfpa.org/swop.

examine the human resources available for responding to challenges placed by new demands of physical activity and sports practice in municipalities of Mozambique. The understanding of these scopes will allow a diagnosis of reality of sport in the municipalities of Mozambique, enabling to support the local authorities to design intervention strategies based on identified realities.

Literature Review

Municipal Sports Services

The evolution of the municipalities in Mozambique is very arduous to be analysed due to the lack of disaggregated studies about the subject in Mozambique (World Bank Staff and Muzima 2008). However, by the end of the 90s, the urban areas of Mozambique were under the political and administrative authority of the centralized Government, which terminated with the end of the colonial Government in 1975. During the period of single political party, the Government formally finished the constitutional amendment of 1990.

The colonial administrative model determined the existence of political executives in cities *(Administrators)* responsible for presiding the city councils (Cistac 2001). These cities did not have binding powers. Its members were chosen by the Portuguese Government authorities to provide the support to the hierarchical executive on coordination and implementation, through the administrator of the city, in a hierarchy that culminated in the colonial Governor of the *"Província Ultramarina de Mozambique"*.

After the independence in 1975, the State established new systems of governance and urban management. Although the formal public sector unit, even with the designation changed to "Executive Councils", remained very similar, in structure and functions, to the councils of the colonial period, as well as its role and its relationship with a wider range of socio-political institutions, it became considerably different (Cistac and Chiziane 2008).

The process of economic and political liberalization contemplated in the Constitution of 1990, counselled by the provisions of the Peace Agreement of Rome in 1992 regarding local governance, resulted in the formulation of a strategy for the introduction of decentralized local governance by the Ministry of State Administration (MAE). This Ministry categorizes urban areas based on the economic development of the main urban cities of the country (World Bank Staff and Muzima 2008).

This definition takes into consideration political, economic, social and cultural aspects, population density, number and type of industry, degree of development of trade activities, education and sanitation. The *MAE* categorizes cities and urban towns in four types: A, B, C and D. The "A" type includes the country's capital, Maputo; the "B" type comprises province capitals of Nampula, Beira and Matola; the "C" type encompasses all other province capitals; and the "D" type incorporates the other urban cities and towns (Assembleia da República de Moçambique 1987).

The law of the institutional framework of municipal districts[2], approved by the Government and submitted to the legislature in 1994, dictated the gradual introduction of local authorities elected throughout the country, including all 23 cities and 121 districts. This law promoted a single legal integration, with small variations in structure and functions, appropriate to the specificities of the urban and rural contexts. This comprehended the last law passed by the National Assembly with single political party before the first multi-party general elections in October 1994, which pronounced a significant point in the country's transition to a liberal democracy.

The Government, in early 1995, formal and substantive questions were raised by legal and political experts about the legality and feasibility of the institutional law of the municipal districts in 1994. As a result of discussions among the Government, the parliamentary majority of FRELIMO and the parliamentary representation of the opposition RENAMO, agreed on a revision of the Constitution in order to clarify the legal basis for the establishment of democratic local governments (Helling 2008).

In late 1996, a large bipartisan majority in the Assembly of the Republic approved several amendments to the Constitution. This included the review of constitutional articles related to the nature and the role of a decentralized territorial administration by the Local authorities of the State *(OLE),* including provinces, districts, administrative posts and locations, as well as the constitutional status and powers of local authorities (Cistac 2001, Helling 2008). These amendments were considered by many individuals as inconsistent with the institutional law of the municipal districts of 1994 requiring new legislation before the creation of the first municipalities of Mozambique.

Because of these constitutional amendments of 1996, at the beginning of 1997, the Government submitted to the National Assembly a proposal for a framework law of local government. The lack of agreement between the parliamentary groups regarding the implications of the proposal, in particular, with relation to the number and selection of the first local authorities –and to what they considered as a limitation of its functions and power–, led the opposition to withdraw the legislative debate and vote. It was then approved, at the first session of the Assembly of 1997, a new law of Local Government, including the legislation that structured the establishment of the first local authorities and elections, municipal finance, mayors and other specificities of the employees of the municipality (Helling 2008, World Bank Staff and Muzima 2008).

Thus, the municipal law of Mozambique was implemented in early 1997, resulting in the first municipal elections at the end of the same year. The first 23 municipal governments elected, entered into office in January 1998. At the time of approval of local laws, there were 23 cities ranked, including Maputo, such that, 10 were province capitals and 13 secondary cities. All of these towns became municipalities in 1998. In addition, the Government proposed that each village (district headquarters) in each province would become a "Village Hall" for the first group of 33 municipalities (Cistac 2001).

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[2]Moçambique, A. R. (1994). Lei n.º 3/94 de 13 de setembro: Quadro institucional dos distritos municipais. Boletim da República, I Série - 2º Suplemento (37).

It is in this context that the municipalities have by law responsibility in various areas for local development, including the environment, basic sanitation and quality of life; provision of public services: health; education; municipal policing; construction and housing, and particularly in culture, recreation and sport (Carvalho et al. 2015, Carvalho et al. 2012, Constantino 1999).

Human Resources

The evolution of sport arises from a complex articulation of several factors, highlighting the scientific knowledge available at any time, the technologies, the environment, material resources and human resources, although the importance of all of these factors in sport, and in any other activity, the central role of human resources is universally recognized (Gabriel et al. 2010).

Among the multiple aspects that characterize sport, the human resources play a key role for the success of any activity, since these are regarded as a catalyst for efficient standards of management in any industry (Taylor et al. 2015). It is evident that the success of any attempt at sport development is largely dependent upon the ability and competence of the human resources (Chelladurai 2006).

Human resources are a rare resource, so carefully planning and selection, training and appropriate rewards and proper integration in the organization, are important requirements for using the resources strategically and efficiently (Brewster 1995, Chirilă 2009).

The specific training of human resources is an important factor for the success of the activities of a company or organization. It allows a theoretical deepening of the reality that will face in professional practice (Beech and Chadwick 2004). As well as de Lima (2008) says, the human resource development includes training activities and continuing education in order to augment the individual's ability to accomplish tasks with efficiency and enthusiasm, giving him/her the opportunity to progress by presenting better operational performance.

A review of human resources management literature clearly revealed that appropriately trained employees were regarded as the major success variable for maintaining standards of service and efficient levels of productivity (Caughron 2000, Chelladurai 2006, Doherty 1998, Goslin 1996, Taylor and McGraw 2006). Human resources can only act as a lever force in any industry if properly trained (Buswell 2004, Yang and Chen 2009).

In this sense, municipalities must understand the need to allocate skilled technicians. It is essential an appropriate organizational structure and technical support with the respective qualified human resources and materials (Constantino 1999), since these have a pivotal importance, along with other valuable and intangibles resources of sport organization such as brand value and customer relationships. Attracting, developing and retaining talented people can provide a sport organization with the resources it needs to prosper, grow and, ultimately, gain competitive advantage (Taylor et al. 2015).

In Mozambique, the sports structures have gone through several transfor-mations since the colonial period, being the sport a privilege for some social classes, contrasting with scarce opportunities for sports practice and access to

sports facilities for the majority of the population (Domingos 2009). The political changes that have been adopted since the independence period until the present have prompted the government to emancipate sports practice by fostering several organizational structures.

Figure 1 shows an approximation of the administrative organization of sport in Mozambique, as well as the distribution of human resources at different levels. However, it needs to be clarified that this research focuses in an analysis at the level of Municipal Sports Directions.

Figure 1. *Administrative Organization of Sport in Mozambique*
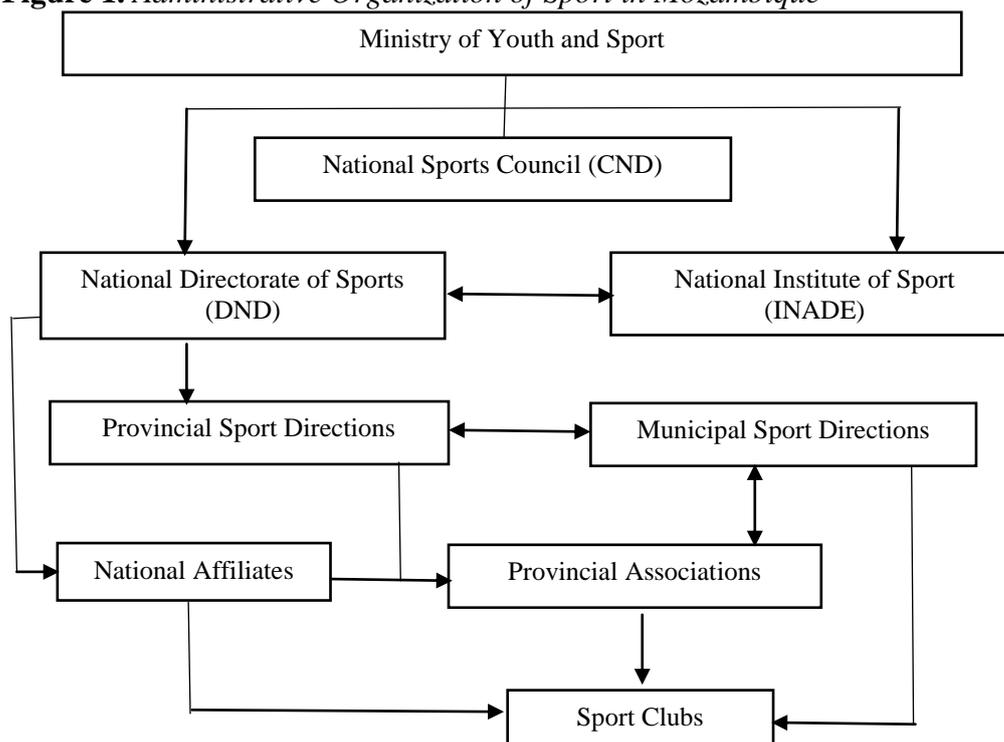
Source: Compiled by the authors.

The Ministry of Youth and Sport is the entity that represents the Government at central level and its mission is to promote the organization of the physical activity and the development of sports through the definition of sports policies, legislation and sports programmes nationwide.

The National Sports Council is the advisory body created by the Government for the policies to adopt in sport, with representation from various areas and sensibilities. The National Directorate of Sports is an organ of the Ministry of Youth and Sport, designed to ensure the development of government policies in the field of sport, its monitoring and evaluation. It is guided through the standards settled by the Government Plan and the law that establishes the Ministry of Youth and Sport as well as in the provisions of this Regulation.

The National Institute of Sport is a public body with legal personality and administrative autonomy, which has initiated its operation at the beginning of June 2011, with the appointment of the respective Director. Its main tasks are the

implementation of policies, programmes and other public and private initiatives in the area of sport; manage and promote the development of physical culture and sports; and improve the management mechanisms of sporting affairs.

The Provincial Sport Directions are government representations at the level of local governments in the province. Their primary mission is to represent the government and monitor the implementation of the policies defined at the local level. The Municipal Sport Directions comprise the departments of the municipallities; these municipalities have political, financial and administrative autonomy for the definition of sports policies at local level, considering the policies defined at central level. National Affiliates, Provincial Associations and Sport Clubs are legal persons of private non-profit organization, which objective is the promotion and practice of sports activities.

As previously mentioned, our study focuses on the characterization of municipal sports services, such that, it is relevant a brief reference to the administrative organization of municipalities in Mozambique, which we present in Figure 2.

Figure 2. *Administrative Organization of the Municipalities*
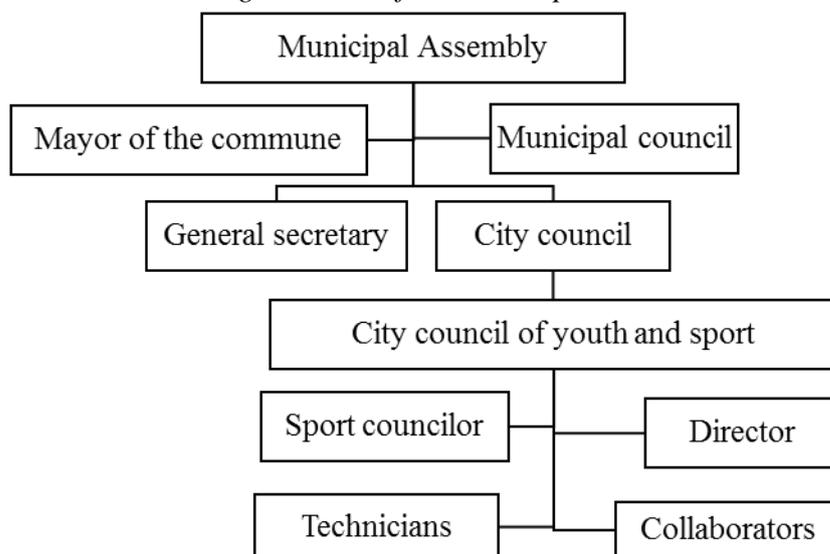
Source: Adapted by the authors from the Law 2/97[3].

The law 2/97, in article 1, paragraph 2, considers local authorities as public legal persons provided with their own representative bodies, which seek to pursue the interests of their respective populations without prejudice of interests both for national and state level. In article 32 of the same law are considered as fundamental bodies of the municipalities - Municipal Assembly; Mayor of the commune and; Municipal Council.

In article 34, the Municipal Assembly is considered as a representative body of the municipality endowed with deliberative powers. According to article 35,

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[3]Lei n.º 2/97, de 18 de fevereiro, I Série n.º 7, Boletim da República, 2º Suplemento, que aprova o quadro jurídico para a implantação das autarquias locais.

members elected by universal, direct, equal, secret, personal and regular residents of voters in respective constituency comprise the municipal assembly.

Article 49 defines municipal council as a collegiate executive body of the municipality, composed by the Mayor and City Council selected and appointed by him.

Article 57 of the same law, considers the Mayor of the commune a single executive body of the municipality. According to article 58, paragraph 1, the Mayor is elected by universal, equal, direct, secret and periodic of voters registered in the respective municipality area.

Methods

Participants

Twenty-four individuals responsible for sport from twelve municipalities were randomly selected for this research. From these, thirteen are councillors, six are municipal sports directors, three are coordinators and two are heads of departments. Regarding the gender of the participants, 16.6% are women and 83.4% are men. In relation to age, 25% of participants are aged between 26-32 years; 41.7% between 33-40 years; 8.3% between 41-48 years and 25% more than 49 years. Concerning the type of employment contract, 33.3% have permanent contract; 58.3% full-time contract and 8.3% part-time contract. All of them have an experience ranging from 1 to 5 years.

The selection of the participants was based on two criteria: response to the request for conducting the research and availability to participate. For this, an invitation letter explaining the research objectives was sent together with a declaration containing the agreement with data collection and respective signature directed to the principal researcher and the respondent (Quivy and Campenhoudt 2008). In Table 1, we present the principal characteristics of the municipalities.

Table 1. *Characteristics of the Municipalities*

Name of the Municipality	Province	Category	Region	Inhabitants
Beira	Sofala	B	Center	431.583
Cidade de Maputo	Maputo	A	South	1.194.121
Chimoio	Manica	C	Center	238.088
Gondola	Manica	D	Center	47.714
Ilha de Moçambique	Nampula	C	North	54.470
Manhiça	Maputo Provincia	D	South	65.341
Maxixe	Inhambane	C	South	108.824
Moatize	Tete	D	Center	52.205
Nacala	Nampula	C	North	208.446
Nampula	Nampula	B	North	471.717
Pemba	Cabo Delgado	C	North	141. 316
Quelimane	Zambézia	C	Center	193.343

Source: Compiled by the authors.

Regarding the analysed municipalities, four have population below 100,000 inhabitants, seven have population over 100,000 inhabitants, and one has population of more than one million inhabitants. In terms of categories, 8.3% of municipalities correspond to category "A", 16.7% to category "B", 50% to category "C" and 25% to category "D". It is also worth mentioning that 33.3% of the municipalities are located in the Southern region of the country, 41.7% in the Central region and 25% in the Northern region, comprehending three Southern provinces, four Central provinces and two Northern provinces.

Data Collection

Concerning the qualitative techniques, a semi structured interview was applied to twelve councillors of sport (Creswell 2013). The interviews occurred at the municipalities' office. They had from a minimum of 31 minutes to a maximum of 75 minutes. The purpose of these interviews was to obtain information about the human resources and their qualifications, as well as the future concern to respond to the sport demands of citizens.

Regarding the quantitative data, a questionnaire validated by Paipe et al. (2015) was applied to twelve sports responsible (one municipal councillor, six sports directors, three coordinators and two heads of departments). The ethical council of the Faculty of Sport of the University of Porto has approved the research with process number *CEFADE 05.2015*.

Data Analysis

With reference to data processing and interpretation, a content analysis and descriptive statistics were used (Veal and Darcy 2014) with the support of a Statistical Package for the Social Sciences (SPSS) version 20. The categories were determined a priori through revision of the specialized literature about the subject (Bardin 2014).

Results and Discussion

After collecting data through questionnaires and interviews, the results are presented according to the order of the dimensions analysed, creation of the services and human resources, respectively. Due to the limitation of words, it will be assigned a code to each item of each dimension, which will be used during the presentation of the results as well as in their discussion.

Municipal Sport Services

This dimension comprised the year of creation of service (YC), the initial name of the town council (IN), its constitution (C), the current designation (CD), the most appropriate name (AN) and the efficiency of services (EFS).

In Table 2 are presented the results for the first three items "year of creation of services (YC), the initial name of the town council (IN), its constitution (C)".

Table 2. *Year of the Creation of the Service, Initial Name and Constitution of the Council*

Municipalities	Year of creation	Initial Name	Constitution of services
Beira	1998	Sports Department	Grouped
Cidade de Maputo	1998	Town council	One council
Chimoio	1998	Municipal service of culture, youth and sport	Grouped
Gondola	2008	Municipal service of culture, youth and sport	Grouped
Ilha de Moçambique	1998	Town council	Grouped
Manhiça	1998	Sports Department	Grouped
Maxixe	1998	Town council	Grouped
Moatize	1998	Other	Grouped
Nacala	1998	Town council	Grouped
Nampula	1998	Town council	Grouped
Pemba	1998	Town council	Grouped
Quelimane	1998	Town council	Grouped

Source: Compiled by the authors.

Observing Table 2, we can verify that most of the municipalities were established in 1998 and only one municipality was created in 2008. The initial designation of sports services for seven of these municipalities was town council, in two municipalities' sports departments, in other two municipal services of culture, youth and sport and one municipality without name. Concerning the constitution of the services, eleven municipalities presented a grouped town council consisting of two or more services, whilst only one municipality presented a single town council for sport.

Regarding the constitution of the town council, the interviews applied to council members of sport indicate that these are unanimous concerning that municipal sport services are already by themselves a town council. It is necessary to understand that sport is a very cross-sectional area that requires a lot of commitment from employees. In this sense, to be succeeded in municipal sports programmes, sport town council should be independent and not grouped or included within another council as it happens in most of the municipalities.

The results related to the items of current designation (CD), the most appropriate name (AN) and the efficiency of services (EFS), are presented in percentage, as shown in Table 3.

Table 3. *Current Designation (CD), Appropriate Name (AN) and Efficiency of Services (EFS)*

Current designation	%	Appropriate name	%	Efficiency of services	%
Municipal direction	8.3	Direction	8.3	Bad	25
Municipal department	16.7	Municipal sports service	8.3	Regular	41.7
Municipal town council of youth and sport	33.3	Municipal service of youth and sport	16.7	Good	25
Without a Specific Designation	16.7	Municipal service of culture, youth and sport	41.7	Very good	8.3
Other	25	Municipal department	16.7		
		Municipal town council of culture, youth and sport	8.3		

Source: Compiled by the authors.

Regarding the item of current designation of sports services, the results indicate that 33.3% of the municipalities have the designation of municipal town council of youth and sport, 16.7% are designated as municipal department, 8.3% as municipal direction, and 25% have other type of designation or do not have any specific designation.

Concerning the appropriate name attributed by councillors, the results show that 41.7% of the councillors indicated as an ideal name, municipal service of culture, youth and sport, 16.7% as municipal service of youth and sport, 16.7% as municipal department, 8.3% as municipal sport service, 8.3% as direction and 8.3% as municipal town council of culture, youth and sport.

These results suggest that the current designation of municipal services is not the most appropriate, which can influence directly or indirectly the quality of services provided to the citizens. Some authors (Gallardo Guerrero and Gómez Jiménez 2004, King 2014, Leber 2012) argue the relevance attributed to municipalities with appropriate structures so they can respond adequately to the demands raised by the citizens in sports, providing quality services and complying with the responsibilities assigned by law. Regarding the efficiency of the services, 41.7% of the councillors indicated that the services are regular, 25% evaluated the efficiency of the services as bad and 8.3% as very good.

The evaluation assigned to the efficiency of services can largely be related to the organization of sports services in the municipalities because, in most municipalities, the services are grouped with other areas, which somewhat limits the involvement of employees, since sport is often relegated to the last place, even if has not been grouped with other area.

In general, for the dimension, creation of services, our results corroborate other researches (Gallardo Guerrero 2002, Misener et al. 2013, Staněk 2007) conducted in other countries, in which the same dimension was analysed.

Human Resources

In this dimension, it was analysed the academic level of the employees (AL), sports training (ST), number of employees at the municipal sports services and external collaborators (NE), which are presented in Table 4.

**Table 4.** *Academic Level (LA) and Number of Employees (NE)*

Academic level	%	Number of employees		%
Bachelor Degree	58.3	Internal	2 - 5	83.3
Professional Training	16.7	Internal and external	10	8.3
High School	25	Internal and external	≥ 10	8.3

Source: Compiled by the authors.

On academic level, the results showed that 58.3% of councillors and municipal directors have a Bachelor Degree –although not in Sports and Physical Education or Sports Management– 16.7% have professional training, and 25% concluded High School.

In the item sport training, 16.7% have a background in sports management, 8.3% in sports animation, and 75% have no qualification in sports training, as shown in Figure 3.

Figure 3. *Sport Training*
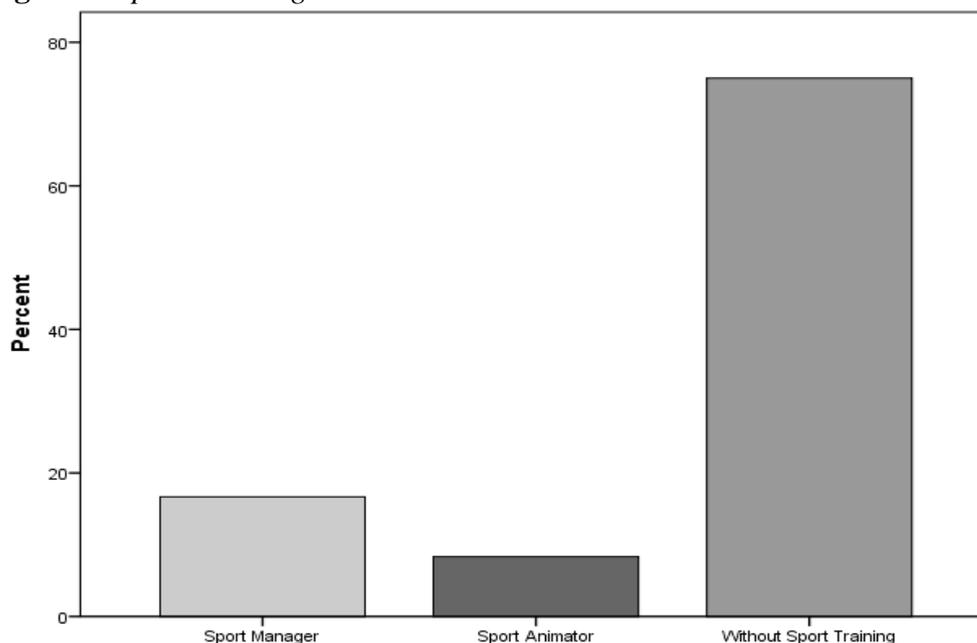
Source: Compiled by the authors.

In relation to the number of employees, 83.3% of the municipalities have 2 to 5 internal employees, 8.3% have 10 internal and external employees, and 8.3% have more than 10 internal and external employees.

It was undertaken a careful analysis about the qualification of the human resources. According to our results, it was verified that most of the municipalities do not have qualified employees, specifically in sports. This promotes a negative impact in the provision of quality services to citizens, since for the municipalities to provide a quality service, is pivotal to have qualified staff, particularly in the area of sport, which requires specific abilities (de Lima 2008, Goslin 1996).

The results of our study corroborate those found by Dixon et al. (2008) in their research about "*Human resources management systems and organizational effectiveness in non-profit sport organizations*" where they found awareness qualification in human resources. Our results are also similar with those found by Campos Izquierdo et al. (2007) and Arboledas Garcia and Puig i Barata (2012).

Content analysis derived from the interviews of the councillors revealed that the generic skills of sport management are needed to achieve efficiency in the municipalities sport services in Mozambique.

Researchers on human resources in sport (Chelladurai 2006, Farzalipour et al. 2012, Horch and Schütte 2011, Krsmanović et al. 2014, Mihaela et al. 2014, Surujlal and Mafini 2011) argue that the efficiency of sports organizations and its development is strictly correlated to the specific training of employees.

The development of municipalities should not be simplified to mere provision of services, since these comprise only a part of the process. The citizens represent only one facet of a sport development strategy (Goslin 1996, Krsmanović et al. 2014). An integrated approach to sport development in the municipalities of Mozambique is imperative; this goes exclusively by placing qualified people (Surujlal and Mafini 2011, Taylor et al. 2015) with skills to develop properly effort in the scope of sport.

The municipal sports services require qualified human resources due to the diversity and complexity of the different cities of the country, resulting from political, economic, social and cultural conditions of each region where each individual is located. This also coupled with the fact that the model used in the municipalities is a reflection of centralized public administration system, which led to a weakness and poor management of local institutions, with negative effects on the quality of services provided to the population (Cabannes 2008, Cistac 2001, Vala 2008).

Conclusions

This study shows the creation of most municipalities in Mozambique is relatively recent, consequently the services provided, in particular, sports, are handicapped because the human resources placed in this area have no specific training which leads to poor quality and efficiency of services provided.

Parallel with this, most technicians, directors and municipal councillors of sport has no knowledge about sport management, management skills, policy formulation, etc., to enable them to develop appropriate strategic plans and sports development programs at local level.

The reason for this lack of understanding consists in an absence of a training strategy and accredited training system to encourage and support the transfer of sport skills (administration and participation) at local level.

In this sense, it is required training on the following tasks: programme planning; general management tasks; management of leadership; strategic planning; policy formulation; financing services; public relation skills; legal aspects, and marketing in sport, in order to improve sports policies and strategic plans focused on concrete actions to develop sport and consequently the quality of sports services for citizens in municipalities of Mozambique.

Finally, it is important to mention that the study included 12 municipalities from three regions (south, centre and north) of the country and all categories (A, B, C and D) corresponding to 22.64% of all municipalities of Mozambique, although the percentage is considerable, future researches that involve highest number of municipalities are required.

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