

Regional Planning Working Group

Improving Coordination at District Level – Focus on Palma and Mocímboa da Praia
May 2022

In-person at Pemba Express Hotel in Pemba and virtually via Microsoft Teams

On 18 May 2022, the Multi-Stakeholder Platform (MSP) for the Northern Region of Mozambique held a Regional Planning Working Group focused on improving coordination at district level with a focus on Palma and Mocímboa da Praia. The event was attended by 45 participants (23 in person and 22 online). This working group brought together representatives from government, the private sector, development partners, CSOs, and NGOs.

The purpose of the meeting was to provide an understanding of the key plans that have been developed or are under development for the reconstruction of Cabo Delgado with a focus on the districts of Palma and Mocímboa da Praia and how key stakeholders (e.g. government institutions, local communities, private sector companies, development partners) can improve coordination mechanisms amongst them to better provide support to local communities, MSMEs, and authorities. The meeting had the following specific objectives:

- Identify ways to improve coordination among various stakeholders to provide better support to local communities, MSMEs, and authorities;
- Identify what needs to be done to ensure coordination amongst different stakeholders in the Palma and Mocímboa da Praia districts in order to avoid duplication of efforts and optimize the use of limited resources; and
- Discuss how the stakeholders can leverage existing coordination platforms to create a space for regular information sharing and dialogue and map the projects/initiatives of various institutions and companies.

The Center for Economic Promotion and Development (CPDE) opened the meeting by emphasizing the importance of coordination in the province, especially in Palma and Mocímboa da Praia to implement socioeconomic projects for the restoration of livelihoods.

The meeting was divided into 2 panels which concluded the following:

The 1st panel included interventions from the United Nations Deputy Humanitarian Coordinator and some of its agencies (UNDP, UN-Habitat) which presented coordination and planning instruments that can improve coordination in Palma and Mocímboa da Praia. This panel also had interventions from the private sector, including, CD Parks, ExxonMobil, and TotalEnergies expressing their eagerness to coordinate with other actors in the mentioned districts to restore livelihoods and accelerate development.

The 2nd panel included interventions from INGOs and CSOs that emphasized the importance of their inclusion in coordination platforms due to their full awareness of the needs of the population, better addressing and supporting the needs of the communities.

After the opening remarks, programs from the following organizations were presented. The presentations can be found [here](#).



OPENING REMARKS

Opening Remarks: Dr. Horacio Linaula – Director of the Center for Economic Promotion and Development (CPDE)

Interventient's opinion

The CPDE has recognized regional planning as an essential management tool for evaluating plans and activities adopted and implemented by stakeholders in Palma and Mocímboa da Praia. They have accepted and integrated the MSP's Regional Planning Working Group as a means to promote the socio-economic development of the local population. Dr. Linaula emphasized the importance of coordinating with the different stakeholders for the benefit of the Province, specifically Palma and Mocímboa da Praia, in the implementation of socio-economic projects and accelerating welfare to overcome the degraded situation.

MEETING OBJECTIVES

Speaker: Danila Boneva – Director of the MSP Secretariat

Coordination paradigm: Several plans without a clear alignment between them and the respective coordination structures at the central, provincial, and district level

- There are several government plans, such as PREDIN¹ and PRCD², as well as district socio-economic development plans involving development partners with various sources of funding, including the national budget and private sector investments from international and local companies.
- However, there is no clarity on how these two plans are aligned and how they relate to each other. This situation places a burden on provincial and district authorities, who must coordinate and communicate the same activities in different plans and coordination structures through different channels.
- It is recommended that solutions be found to optimize the coordination structures of PREDIN and PRCD and to ensure that these plans are operationalized through the structures used at the provincial and district levels, such as the district PESOD³ and the provincial PES⁴.

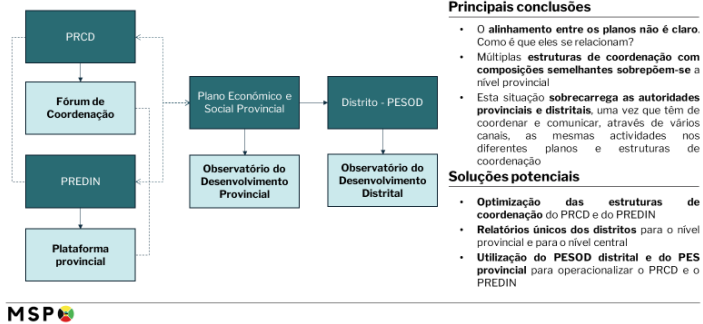
¹ Programa de Resiliência e Desenvolvimento Integrado para o Norte

² Plano de Reconstrução de Cabo Delgado

³ Plano Económico e Social e Orcamento do Estado para 2022

⁴ Plano Económico e Social

Paradigma de coordenação: Vários planos sem um alinhamento claro entre eles e das respectivas estruturas de coordenação a nível central, provincial e distrital



Mobilization, allocation, and disbursement of resources

- Out of at least 100 development projects being implemented in the Northern Region, only 43 have been registered within the UNOPS' Management Information System (MIS), and a significant number of these are plagued by clear errors in the values reported as their budgets and how funds are expected to be allocated, creating a gap in the analysis of projects being implemented in the province.
- Although there are various projects from the private sector, there's no representation of these actors in the Development Cooperation Platform (DCP), a coordination mechanism that currently consists of development partners, UN agencies, NGOs, etc. The absence of the private sector from this platform creates a coordination gap between the sector and the rest of the stakeholders in the region.

São necessárias informações mais pormenorizadas sobre os recursos afectados, mobilizados e desembolsados no âmbito dos principais planos e programas

| Plano | Linha do tempo | Duração | Orçamento | Fundos mobilizados | % mobilizada/orçamento | Projectos em implementação em CD | | |
|--------|----------------|---------|-----------|--------------------|------------------------|----------------------------------|-----------------|------------------------|
| | | | | | | Financiador | Nº de projectos | Valor de financiamento |
| PRH | 2023 | 1 ano | US\$513m | US\$62m | 12% | WB | 7 | 700 M |
| | | | | | | AFDB | 5 | 205 M |
| | | | | | | VARIOUS | 7 | 80 M |
| | | | | | | N/A | 12 | 12,7 M |
| | | | | | | ILO | 1 | 4 M |
| PRCD | 2022-2024 | 3 anos | US\$300m | US\$120m | 40% | EU | 3 | 4 M |
| | | | | | | NORWAY | 1 | 4 M |
| | | | | | | UN | 6 | 3,5 M |
| | | | | | | ITALIAN ACD | 1 | 3,5 M |
| | | | | | | GERMAN | 1 | 2,6 M |
| PREDIN | 2022-2026 | 5 anos | US\$2,4b | N/A | N/A | KOREA | 1 | 21 M |
| | | | | | | CANADA | 1 | 2 M |
| | | | | | | JAPAN | 1 | 1,3 M |
| | | | | | | PORTUGAL | 2 | 0,4 M |
| | | | | | | SWISS | 1 | 0,1 M |
| | | | | | | Total | 50 | 1,000 m |

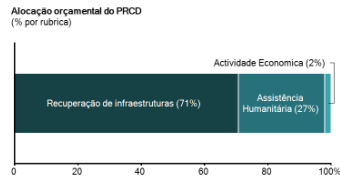
O PRH e o PREDIN não têm dotações de recursos a nível distrital, enquanto o PRCD tem especificidade orçamental para cada um dos distritos visados (Palma, Mocimboa da Praia, Quissanga, Macomia, Muldumbe e Nangade)

Transparency of GRM Plans

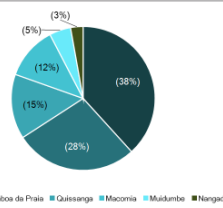
- The PRCD's budget is allocated towards 3 pillars: 71% for infrastructure reconstruction, 27% for humanitarian aid, and 2% for economic activities.
- The priority given to Palma and Mocimboa da Praia in the allocation of a larger part of the reconstruction budget can be explained by their weight in the economic development of the province, considering the oil and gas projects.
- This government plan offers transparency on the allocation of funds at the district level with Mocimboa da Praia and Palma as the main beneficiaries, which is lacking in PREDIN and other humanitarian plans.

Os planos liderados pelo GRM centram-se na reconstrução das infra-estruturas e na prestação de assistência humanitária. Palma e MdP têm a maior parte dos recursos

Distribuição do orçamento do PRCD por rubrica (%)



A prioridade para a recuperação das infra-estruturas é em Palma e o MdP afectou 65% do orçamento do PRCD



A priorização dada a Palma e MdP na atribuição de uma parte maior do orçamento de reconstrução pode ser explicada pelo seu peso no desenvolvimento económico da província, à luz dos projectos de petróleo e gás



Fonte: Centro de Integridade Pública (CIP) Plano de Reconstrução de Cabo Delgado dá prioridade aos distritos sob influência da indústria do gás

Final considerations

After analyzing the structures that exist at the provincial level and the various services at the district level, the MSP identified a likely duplication of functions at the level of the Council of Services and the Directorates that exist between the Secretariat level. This suggests the need to optimize the description of the role of each provincial service directorate of the State Representation Services to ensure less duplication and more clarity at the district level, especially in districts observing significant pressure from returning IDPs, such as Palma and Mocimboa da Praia.

1st PANEL

1st Speaker: Dr. Leonidio Varimelos – Provincial Directorate of Land Development and Environment (DPDTA)

Interventient’s opinion

- DPDTA welcomed the initiative to improve coordination at the district level, with a focus on Palma and Mocimboa da Praia. The institution recognized the many partners who have implemented programs to support those who have been and are affected by the insurgency in the province.
- Cabo Delgado is experiencing significant growth in the extractive industry, which requires better alignment and coordination of socio-economic projects to be implemented in the province, including spatial and land use planning.
- Although the government is in the process of updating its land-use plans in the province, particularly in Mocimboa da Praia, these activities have been halted due to lack of funding.
- With better coordination between the government and stakeholders, the financial needs of the former can be met and the implementation of these activities can be accelerated.

2nd Speaker: Silvia Caruso – UN Deputy Humanitarian Coordinator

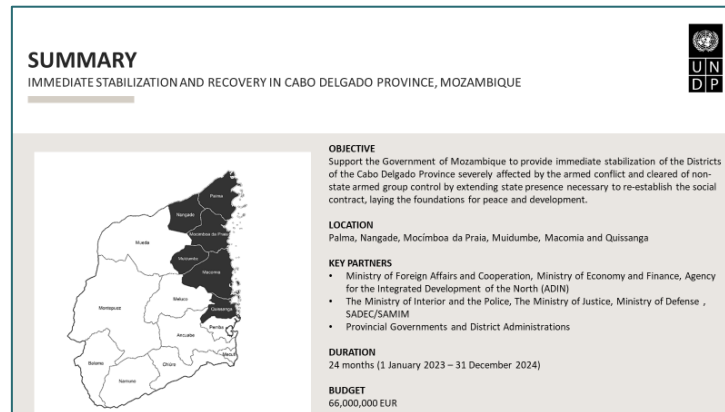
Interventient’s opinion

- Humanitarian interventions are organized according to global protocols and are therefore predictable from the perspective of development partners and governments. Humanitarian coordination is implemented through a sectoral approach called clusters. These clusters are a coordinated and efficient way of responding to the urgent, short-term, acute needs of crisis-affected populations.
- The UN agencies implementing this cluster system have technical counterparts from the government who sit with these partners to identify plans, avoid duplication and ensure the best use of resources.
- As the crisis eases, the government increasingly takes the lead in implementing these relief efforts. The UN agencies regularly hold the cluster meeting for Pemba, but recently the partners have adopted the same approach for each of the districts affected by the insurgency, particularly Palma and Mocímboa da Praia.

3rd Speaker: Florian Morier – Senior Stabilization and Recovery Advisor

Immediate, Stabilization and Recovery Program

UNDP is working with several government institutions to implement the Immediate Stabilization and Recovery in Cabo Delgado, Palma, Mocímboa da Praia Nangade, etc. The project aims to restore the social contract and lay the foundations for peace and development for a period of 24 months.



Activities planned for 2023

- Working in an environment of extreme poverty and a massive extractive industry is considered a new experience for UNDP in Cabo Delgado. Although it coordinates with a variety of actors, including the World Bank, UN agencies and the private sector, UNDP is interested in coordinating with the private sector.
- UNDP coordinates its activities with the Ministry of Economy and Finance (MEF). They use a committee-based approach where all activities are identified by the committee members. With financial support from various donor contributions, UNDP will increase its activities over the course of two years. These planned activities have been shared with the MEF and will soon be shared with other development partners.

4th Speaker: Edson Pereira – Head of UN Sub-Office

Intervent's opinion

UN-Habitat presented the Matrix of Functions, a coordination tool that can potentially be used in the context of Cabo Delgado.


Context

- UN-Habitat worked in Cabo Delgado, Nampula and Niassa to prepare the study of the spatial and development needs of the northern region, motivated by the intensification of the humanitarian crisis, which saw an increase of 60,000 to 100,000 IDPs.
- The UN agency presented the results of the territorial analysis, which showed a significant increase in population in urban centres in cities such as Pemba, Nampula and Montepuez, which poses challenges.

UN-Habitat Position Paper 2021

- UN-Habitat published a paper focusing on the Northern Region of Mozambique, highlighting the impact of the displaced population on territorial dimensions and infrastructure. The study addresses the possibilities of linking humanitarian, development and peace at 3 levels: regional, provincial and municipal. The study was conducted with UNDP, funded by the European Union (UN), using a functional matrix, a tool used in the spatial planning process and the analysis and categorization of human settlements.
- The matrix of functions is a spatial planning tool that allows the establishment of a precise and rapid analysis of the territory. The tool helps to understand the impact of the conflict and to identify areas for development and assistance. It is an important tool for monitoring the distribution of the population, the territory, and also to assist in the development planning of settlement areas.

Promoção do nexo HUMANITÁRIO-DESENVOLVIMENTO-PAZ



A DIMENSÃO TERRITORIAL DOS DESLOCAMENTOS NO NORTE DE MOÇAMBIQUE

UN-Habitat em apoio ao planeamento, análise e implementação de intervenções de recuperação em comunidades afetadas

ONU HABITAT
POR UM FUTURO URBANO MELHOR

UN-HABITAT
Position Paper 2021

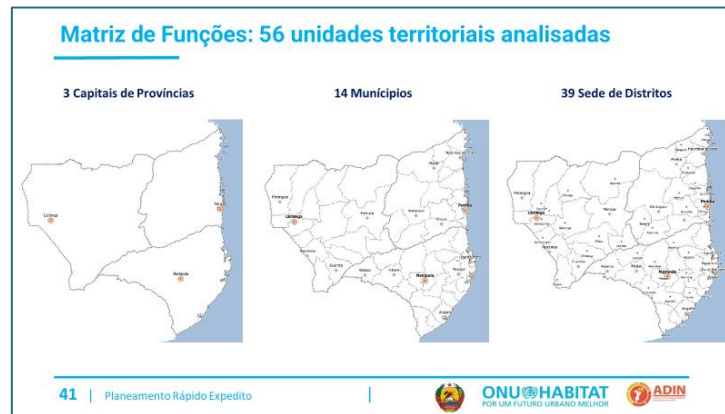
Para enfrentar a crise de maneira eficaz no Norte de Moçambique, o UN-Habitat defende **intervir em diferentes escalas geográficas simultaneamente** e de forma coerente **para transformar a crise** que afeta a Zona Norte de Moçambique **em uma oportunidade de realizar sistematicamente o nexos HDP.**

34 | Planeamento Rápido Expedito

ONU HABITAT
POR UM FUTURO URBANO MELHOR

Matrix of Functions results

- The Matrix of Functions showed the occupation of Palma district by more than 45% of the population, as well as the growth in the Palma-Mueda corridor, Montepuez-Mueda corridor, Mocímboa da Praia, Palma, Nampula, etc. The tool noted that most IDPs are located in the Pemba-Lichinga corridor, advocating for more intervention in the availability of basic infrastructure and services such as schools and health centres. Stakeholders need to align and promote planning tools that support the urban expansion of existing centres and strengthen linkages between residential areas and farms for agricultural production to avoid dependence on food aid.
- The Matrix of Functions is a good tool to use in the context of Cabo Delgado and the Northern Region of Mozambique.



5th Speaker: Andy Tasker – CD Parks


Context

Cabo Delgado Parks (CD Parks) is a government initiative in partnership with and operated by MozParks. The CD Parks mission is to promote industrialization and job creation in the province, with the aim of increasing employment opportunities and cooperation with companies in the province. The company will play a key role in the expected growth of Cabo Delgado due to the investments of ExxonMobil and TotalEnergies, which will create opportunities for local companies.

Industrialization and job creation

- CD Parks aims to create 10,000 jobs by building a network of agro-industrial parks in Cabo Delgado. Although the company's goal is to build these parks and business centres in all districts of Cabo Delgado.
- Currently there are 5 agro-industrial parks (Balama, Montepuez, Ancuabe, Pemba and Palma). These business centres will assist investors and businesses in their interactions with the government, as well as support linkages with businesses in the CD Parks network.
- This project will contribute to the development of the region through the integration of different actors.

CD PARKS: SUPPORTING INDUSTRIALISATION AND DRIVING JOB CREATION



Cabo Delgado Parks (CD Parks) is an initiative of the Government of Cabo Delgado designed to take advantage of the economic opportunities offered by the Province in a way that promotes sustainable and equitable development of local businesses and communities.

CD Parks will build a network of agro-industrial parks, integrating businesses that can supply the large mining and energy projects in the province. By working with local SMEs and suppliers, CD Parks will strengthen the agribusiness value chain and become a catalyst for regional development. Business centres will be operated in every district to ensure participation from the whole province.


CD Parks aims to create income for **100.000** People in Cabo Delgado province.

© CD PARKS - 2023


Opportunities and partnerships

Cabo Delgado Parks is interested in identifying new partners and opportunities to work within the development and growth of the industrial parks as well as sustainability projects, strengthening social impact initiatives.

OPPORTUNITIES AND PARTNERSHIPS



Bring industries into the CD Parks network



Support sustainability projects:

- Finance internships
- Entrepreneurship training
- SME village construction
- Finance for SMEs
- Community engagement

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6th Speaker: Etelvado Cheveia – JFS

Context

JFS Group Holding is implementing an agricultural house project where it sells inputs, agricultural supplies and provides basic needs to the communities. The company has installed a soybean oil factory in Cuamba. The project is also being implemented in Cabo Delgado in Palma and Mocímboa da Praia, with the aim of improving living conditions and livelihoods, restoring the environment, generating income and creating a stable local economy.

VISÃO GERAL

| COMPONENTES DO PROJECTO | PARCEIROS | ÁREA GEOGRÁFICA | DURAÇÃO |
|---|--|--|--|
| <ul style="list-style-type: none"> Distribuição de insumos e ferramentas agrícolas Assistência técnica dedicada Treinamentos Ligação com os mercados locais | <ul style="list-style-type: none"> TOTAL Energies MWE (Mozambique Women of Energy) | <ul style="list-style-type: none"> Palma Mocimboa da Praia | <ul style="list-style-type: none"> 1 ano, passível de renovação |

Project components

- The project has 4 components that include the distribution of agricultural inputs and tools to beneficiaries, specialized technical assistance, agricultural production training, and market linkages.
- The project duration is 1 year with partners including TotalEnergies and Mozambique Women of Energy. The project has 2653 registered beneficiaries.

NOSSO ALCANCE

| | | |
|--|--|--|
| Treinamentos oferecidos <ul style="list-style-type: none"> Sementeira Tratos culturais Maneio de pragas Colheita e armazenamento Plano de negócios e trabalho justo Estabelecimento de alfobres | | <p>2653 PRODUTORES CADASTRADOS</p> <p>AO MENOS 2272 SEMEARAM CULTURAS NA PRIMEIRA ÉPOCA</p> <p>2218 PARTICIPARAM DE PELO MENOS UM TREINAMENTO</p> |
|--|--|--|

Challenges

During its implementation, the project faced challenges such as limited mobility due to force majeure, which forced the company to review its field strategy and focus on accessible areas to provide quality assistance.

DESAFIOS E SOLUÇÕES

| | |
|--|--|
| Desafios <ul style="list-style-type: none"> Mobilidade restrita devido ao estado de força maior em vigor População iletrada Fatores climáticos | <p>“Não podemos erradicar a pobreza de um dia para o outro, mas podemos transformar a vida dos pobres abordando as causas profundas e dando-lhes oportunidades.”</p> <p>Ban Ki-moon</p> |
| Soluções <ul style="list-style-type: none"> Revisão da estratégia de campo durante a implementação do projeto Constante diálogo. Treinamento em língua local e usando uma abordagem prática Agricultura de conservação (uso do mulching, incorporação de material vegetal no solo, ocupação efectiva do solo, etc) | |

7th Speaker: Suleimane Maguegy – Socioeconomic Senior Advisor

Current updates and potential partnerships

- ExxonMobil operates in Area 4, the same area as DUAT, where they share common interests in the economic development of the region.
- Currently, the LNG company is in the Final Investment Decision (FID) reconceptualization phase, with the goal of entering an active phase next year through the preparation of the FID executive design and field work.
- ExxonMobil is interested in working with stakeholders in different sectors in the same area to maximize resources and advance development.

8th Speaker: Rachi Picardo –Regional Development Planning Manager at TotalEnergies

Improved coordination and government-led platforms

- Cabo Delgado is a province with great potential for economic development, which suffers from the lack of infrastructure to take advantage of this potential. This requires coordination that should be improved between the different stakeholders.
- The company believes that now is the time for all stakeholders in Palma and Mocímboa da Praia to coordinate an integrated development plan for these regions to manage the influx of people, services, and economic activity in a government-led platform.
- TotalEnergies can take advantage of the coordination bases established by other humanitarian organizations to promote socio-economic development activities and plan the broader development of the province. TotalEnergies has the opportunity to aggregate other industries, using the LNG industry as a catalyst for other industries (e.g., agriculture, logistics, transportation, etc.) and to promote and stimulate broader development.

2nd PANEL – INGOs and CSOs

1st Speaker: Carolina Reynoso Pieters Country Director at NCBA Clusa

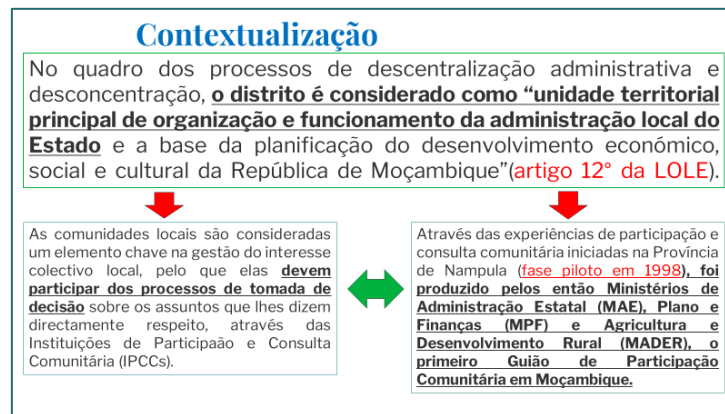
Exclusion of INGOs

It was noted that NGOs are often excluded from these types of conversations, despite being channels to the humanitarian system's donors. The humanitarian system already has defined channels and processes for how it coordinates its interventions, but the system is not clear on how to prioritize private sector investments, which is a challenge for the humanitarian system. NGOs should be included in the coordination and planning processes as they are used as channels to fund projects and initiatives by donors.

2nd Speaker: Joaquim Chale Manager at Aga Khan Development Foundation

Context

Local governance mechanisms exist mainly at the community level. Tensions have arisen within IDP host communities where the government's ability to make decisions is limited in the process of inter-community inclusion and participation. Lack of synergy between interventions hinders community development.



Participation and inclusion

- There is a belief that if there is trust between residents and IDPs, as well as coordination between key actors, there won't be any tension in welcoming IDPs into the communities. The peace committees were facilitated by Azul to create ways for people to understand each other and live in peace regardless of differences in ethnicity, culture, region, etc. This was created to bring people together in harmony and cohesion. The committees consist of up to 20 members, with structural support from Azul, involving local leadership.
- Improved coordination will lead to greater cohesion and communities won't feel left out when it comes to development assistance and interventions.
- The Aga Khan Foundation has called for coordination between actors and community committees because they are aware and have more clarity about the interventions needed. Coordination between the two parties allows community committees to take ownership of local development.

Participação, Inclusão e Apropriação

- Acolhedores e Acolhidos
- Homens e Mulheres
- Jovens e Adultos
- Outras diferentes identidades como a religião, etnia, entre outras

1. Reconhecimento de que a participação é uma forma de poder - inclusão de vozes não ouvidas com frequência
2. A liderança e o poder dos locais



QUESTIONS AND ANSWERS

During the session, questions were addressed, and comments were extracted including:

Comments

Comment 1: Community Committees

- The communities have coordinated with the government to address existing problems such as access to electricity.
- Currently, 97% of the population in Comité Desenvolvimento Aldeia, Bairro 25 de Junho (CDA 25/6)– Metuge has access to electricity.
- The communities encourage coordination to accelerate development communities and address underlying issues within the communities.

Comment 2: AKDF

- It is important to create an environment for a dialogue that understands the mechanisms of centralization for community participation, including their opinion.

Comment 3: VAMOS

- It is important to have ADIN representation at the district level as a gateway and coordination gate for activities taking place in the district and liaison with partners, financiers as well as communities.
- Activities are defined by actors that aren't fully aware of the context leading to coordination problems.
- There needs to be a creation of methodologies through shared experiences to bring results within the province.

Comment 4: WFP

- There must be coordination between humanitarian assistance, development partners, and the constitution itself to ensure the implementation of activities sustainably for the development of Cabo Delgado.

Comment 5: AKDF

- Aga Khan is engaged in the green economy and is well aware of the weather events that have frequently affected the province therefore have been addressed livelihoods restoration and income generation through mangrove restoration.
- The foundation has identified honey production within the mangroves which has higher commercial power although it is in low quantities and is actively seeking collaborating partners to potentiate other activities taking place within the mangroves.

Comment 6: CPDE

- It is difficult to have ADIN representation at the district level because it is a government institution that seeks integration at the level of the northern provinces. The standard dimension of ADIN interventions is at the provincial level, focusing on mobilization.
- CPDE was created at the level of the decentralized government of Cabo Delgado to cover the development of all districts coordinating with public, private, NGOs, and development partners, etc.
- CPDE agreed that ADIN's presence is important to participate in the planning process and share their opinions.

Comment 7: INGO (NCBA CLUSA)

- There needs to be representation from the donor partners and funders of development projects on such platforms to avoid the top-down.
- The exclusion of INGOs in donor and government interactions leads to tensions in communities due to unaligned objectives.

CLOSING REMARKS

- It was proposed that there be the inclusion of grassroots organizations and international and local businesses in the integrated development conversations, encouraging alignment and coordination.
- All participants were thanked for their participation and the speakers for their interventions.

NEXT STEPS

- The participating organizations will share their projects and methodologies with the secretariat and with the UNOPS management information system.
- The next Regional Planning Working Group will potentially be led by the provincial government. The conversation has already begun with the Provincial Directorate of Land Development and Environment with technical support from the MSP.

ANNEX 1: LIST OF PARTICIPATING ORGANIZATIONS

| Organization | | Description |
|--|---------------|--|
| Center for Economic and Development Promotion | CPDE - CD | Organization subordinated to the provincial government (Executive council), with the mandate to dedicated to the promotion and coordination of actions of a multiform nature inherent in the attraction of investments and management of initiatives or projects for the economic development of Cabo Delgado. |
| Provincial Directorate for Land, Environment and Rural Development | DPDTA | Provincial body of the state that directs, plans, coordinates, controls, and ensures the execution of policies in land management |
| Empresas Nacional de Hidrocarbonetos | ENH Pemba | The state entity which responsible for research, prospecting, production, and marketing of petroleum products. |
| United Nations Development Programme | UNDP | UNDP works in 170 countries and territories to eradicate poverty and reduce inequality. |
| United Nations | UN | An organization that comprises many programmes, funds, and specialized agencies, each of which have their own area of work, leadership, and budget. |
| Food and Agriculture Organization | FAO | A specialized agency of the UN that leads international efforts to defeat hunger. |
| Association of Volunteers in International Service | AVSI | An international NGO to support human development in developing countries. |
| TotalEnergies | TotalEnergies | A multi-energy company that produces and markets energies on a global scale. |
| Centro para Democracia e Desenvolvimento | CDD | A CSO established with a thematic focus on democracy, governance, and human rights. |
| ExxonMobil | ExxonMobil | A multinational oil and gas corporation. |
| Cabo Delgado Parks | CD Parks | an initiative of the Government of Cabo Delgado that promotes sustainable and equitable development of local businesses and communities. |
| United Nations Human Settlements Programme | UN-Habitat | A UN agency that promotes socially and environmentally sustainable towns and cities. |
| Easy Housing | Easy Housing | Easy Housing is a circular and biobased building technology. |
| Gapi | Gapi | A development financial institution (IFD), registered with the Bank of Mozambique in the category of Investment Company (SI). |
| International Organization for Migration | IOM | The International Organization for Migration (IOM) is part of the United |

| | | |
|---|-------------------|---|
| | | Nations System promoting humane and orderly migration for the benefit of all |
| World Food Programme | WFP | A humanitarian organization saving lives and changing lives, delivering food assistance in emergencies, and working with communities to improve nutrition and build resilience. |
| Aga Khan Foundation | AKF | A foundation that addresses some of the challenges faced by the poorest and most marginalized communities in the world. |
| Association of European Entrepreneurs in Mozambique | Eurocam | Promotes investment by European and non-European companies in Mozambique and Mozambican investments in Europe and other parts of the world. |
| Promura | Promura | A Mozambican NGO with a focus on the protection of women and girls |
| Grupo João Ferreira dos Santos | JFS | The JFS Group is a business aggregate, with a reference presence in various economic sectors in Mozambique. |
| NCBA Clusa | NCBA Clusa | An NGO that designs and implements rural development programs which increase households' resilience in the face of shocks and stresses and expand livelihood opportunities through increased market access. |
| ThirdWay Partners | ThirdWay Partners | An investment and advisory firm focused on sustainable development |
| Voluntários Anónimos de Moçambique | VAMOS | A humanitarian aid movement spontaneously formed among anonymous citizens. |