



**REPUBLIC OF MOZAMBIQUE
MINISTRY OF PLANNING AND DEVELOPMENT**

**Northern Mozambique Social Cohesion
Community Resilience for Jobs Program –
(P514199)**

Stakeholder Engagement Plan (SEP)

APPRAISAL VERSION

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List of Acronyms

ADIN	Northern Integrated Development Agency
ANOP	National Administration of Public Works
AQUA	Environmental Quality Agency
CCPs	Community Fisheries Councils
CERC	Contingent Emergency Response
CFs	Community Facilitators
CGRN	Sustainable Management of Natural Resources Committee
CoC	Code of Conduct
CoEs	Centers of Excellence
CSOs	Civil Society Organizations
DIT	District Implementation Team
DLDPs	District Local Development Plans
DNDEL	National Directorate for Local Development
DNPDI	National Directorate for Promotion of Integrated Development
DPAE	Provincial Directorate of Economic Activities and Environment
DPAP	Provincial Directorate of Agriculture and Fisheries
DPEDH	Provincial Directorate of Education and Human Development
DPOP	Provincial Directorate of Public Works
DPSAS	Provincial Directorate of Health and Social Action
DPTOT	Provincial Directorate of Land and Territorial Planning
E&S	Environmental and Social
ESCP	Environmental and Social Commitment Plan
ESF	Environmental and Social Framework
ESHS	Environmental, Social, Health and Safety
ESIA	Environmental and Social Impact Assessment
ESMP	Environmental and Social Management Plan
ESS	Environmental and Social Standard
FAO	Food and Agriculture Organization
FCV	Fragility, Conflict, and Violence
GALS	Gender Action Learning System
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GM	Grievance Mechanism
GRS	Grievance Redress Service

IDPs	Internally Displaced Persons
INGD	National Institute for Disaster Management
IOM	International Organization for Migration
LCC	Locality Consultative Councils
LMP	Labor Management Procedures
MAAP	Ministry of Agriculture, Environment and Fisheries
M&E	Monitoring and Evaluation
MD	Ministry of Defense
MGCAS	Ministry of Gender, Children and Social Action
MI	Ministry of the Interior
MMMR	Mozambican Rural Women's Movement
MOPHRH	Ministry of Public Works, Housing and Water Resources
MPA	Multiphase Programmatic Approach
MPD	Ministry of Planning and Development
MISAU	Ministry of Health
NRCF	Northern Regional Consultative Forum
NGOs	Non-Governmental Organizations
O&M	Operation and Maintenance
OHS	Occupational Health and Safety
PAD	Project Appraisal Document
PASP	Productive Social Action Program
PCU	Project Coordination Unit
PCR	Savings and Revolving Credit Groups
PPT	Provincial Project Team
PREDIN	Programa de Resiliência e Desenvolvimento Integrado do Norte
PWD	Persons with Disabilities
RAP(s)	Resettlement Action Plan(s)
SA	Social Assessment
SC	Steering Committee
SDAE	District Services for Economic Activities
SDEJT	District Education, Youth and Technology Services
SDPI	District Planning and Infrastructure Services
SDSMAS	District Health, Women and Social Action Services
SEA/SH	Sexual Exploitation and Abuse / Sexual Harassment
SEP	Stakeholder Engagement Plan
SMS	Short Message Service

UNICEF	United Nations Children's Fund
UNOPS	United Nations Office for Project Services
WB	World Bank
WFP	World Food Programme
WHO	World Health Organization

1 INTRODUCTION

1.1 Country and sector context

Mozambique is a natural resource-based country experiencing high poverty and inequality rates. An estimated 81 percent of Mozambique's 33 million population live under the international poverty line of US\$3 per-day. The benefits of the economic boom and peace dividend that followed the end of the civil war in 1992 were not distributed in an inclusive manner and growth has since been derailed by a series of shocks, including the hidden debt crisis (2016), the escalation of insurgency in Northern Mozambique (since 2017), cyclones (such as Idai and Kenneth in 2019, and Freddy in 2023), and the COVID-19 pandemic (2020-2022). Real Gross Domestic Product (GDP) contracted 2.4 percent year-on-year in the first half of 2025, mainly due to declines in industry and services¹. Within this context, Mozambique is experiencing multiple and interconnected fragility challenges, particularly in the Northern Region.

The lack of basic services and community infrastructure has been exacerbated in northern Mozambique as a result of the violent extremist attacks and cyclones, further restricting livelihood and economic opportunities for already vulnerable communities. The destruction of infrastructure and economic assets has widened the existing urban-rural infrastructure gap in Cabo Delgado. Schools, health units, water systems, and other public and private infrastructure and services have been closed, severely damaged, or destroyed and the influx of IDPs adds pressure on already-stretched services. While the government launched recovery efforts in the south and reconstruction actions in the North of Cabo Delgado, violent extremist attacks resumed in mid-2024 and escalated to districts in northern Nampula and eastern Niassa, generating a new wave of displacements and destruction of public and private infrastructure. This has exacerbated grievances related to the lack of access to public services and jobs in the region.

It is in this context that the Government of Mozambique, with the support of the World Bank, is preparing the Northern Mozambique Social Cohesion Community Resilience for Jobs Program for the northern region of Mozambique, provinces of Cabo Delgado, Nampula, and Niassa. This document presents the Stakeholder Engagement Plan (SEP) prepared as part of the required Environmental and Social (E&S) documentation for Northern Mozambique Social Cohesion Community Resilience for Jobs Program (P514199).

Stakeholder engagement under this Program will be guided by the Mozambican Constitution, which guarantees citizens' rights to participation in public life, as well as national decentralization frameworks and environmental regulations that require public consultation for development interventions. The SEP is designed to be consistent with these national requirements while meeting the World Bank ESF, particularly ESS10.

1.2 Project description

The Program Development Objective is to strengthen community and government collaboration and improve economic inclusion and access to resilient infrastructure in northern Mozambique. The Northern Integrated Development Agency (ADIN) will be the main coordinating entity of the activities at the regional level, across the three provinces. The Northern Mozambique Social Cohesion Community Resilience for Jobs Program is being prepared under the World Bank's Environment and Social Framework (ESF).

1.2.1 Program targeted area

Program beneficiaries are local communities across Cabo Delgado, Nampula, and Niassa provinces, as well as district and province authorities. Women, men, youth, IDP, returnees, and host communities

¹ WB (2026). Northern Mozambique Social Cohesion Community Resilience for Jobs Project (P514199). Project Concept Note (PCN).

across the 56 districts will be provided with new and improved resilient community infrastructure, while communities in ten districts² in Cabo Delgado province will also benefit from rehabilitated and new public infrastructure. New and existing women and youth socio-economic enterprises across the three provinces will benefit from grants to develop and implement their business plans, and youth in selected districts will be provided with skills and job placement services. Communities in targeted districts will benefit from GBV prevention activities and strengthened GBV response services. All northern district (56) and province (3) authorities will benefit from technical assistance and training in participatory local development and economic enterprise development, and hands-on operational support in areas of procurement and environmental and social risk management, as well as financial management, monitoring and evaluation (M&E), and grievance redress.

1.2.2 Program components

The Northern Mozambique Social Cohesion Community Resilience for Jobs Program comprises the following five (5) components as described in the table below.

Table 1: Program components

Component	Key Sub-component
<p>Component 1: Strengthening Community and Government Collaboration (US\$7 million)</p>	<p><u>Sub-component 1.1: Mobilizing dialogue forums (US\$2 million).</u> This sub-component will activate the NRCF to become a dynamic and inclusive semi-annual northern cross-province dialogue forum, where the governors from the three provinces and government and community representatives from the districts will jointly discuss and monitor the implementation of provincial development strategies. The project will finance the cost of meetings and workshops, as well as exchanges within the region. The project will also support the development of a communication strategy to ensure that the objectives of the dialogue forums and the process of constituting them and selecting participants is clearly communicated to all stakeholders as a way of building complicity and ensuring transparency. The sub-component will also activate provincial observatories (one in each northern province) that will bring together district government and community representatives to monitor the implementation of district development strategies; and mobilize existing and new district-level Consultative Councils to facilitate regular dialogue between the districts and community groups and between different groups at the community level, by financing their operating costs and training. The Project Operations Manual will specify the level of representation and role of communities in these forums and establish protocols for transparent and accountable decision-making processes.</p> <p><u>Sub-component 1.2: Developing District-level Development Plans (US\$5 million).</u> This sub-component will finance the incorporation of climate resilience considerations into MPD’s 2025 participatory planning and budgeting tool and provide training to district, provincial, and central project teams on its use. Under the oversight of the National Directorate for Planning (DNP), the District Implementation Team (DITs), with the support of Community Facilitators (CFs), will engage with the selected localities to carry out a community mapping exercise to identify needs, and develop</p>

² Balama, Chiúre, Muidumbe, Meluco, Mecufi, Metuge, Mocimboa da Praia, Montepuez, Namuno, and Palma.

Component	Key Sub-component
	<p>community projects (one per locality) that answer key needs, to be financed under sub-component 3.1 within a financing envelope determined by the locality’s population size. Consultative committees of elected representatives of IDPs, host communities, returnees, men, women, youth, and people with disabilities will identify the projects. The selected projects will prioritize creating jobs and facilitating engagement with the private sector and address issues of accessibility, manpower, power sources, and availability of local skills and services to ensure projects’ viability. Each project will include an operation and maintenance (O&M) plan specifying the revenue source used to sustain the investments. The projects will be compiled into District-level Development Plans (DLDPs) to be reviewed and approved by the District Executive Committee, headed by the District Administrator, who will ensure that projects reflect recorded community needs, are eligible, viable, and sustainable, are aligned with the financial envelope, do not have negative impacts on neighboring localities, and create local jobs. The approved DLDPs will be endorsed by the provincial government. The CFs will be competitively recruited as volunteers, trained by the district teams, and provided with stipends and communication tools to coordinate the mapping exercises. The Project Operations Manual will outline transparent and inclusive project selection and approval processes.</p>
<p>Component 2: Improving Access to Economic Opportunities and Jobs (US\$22 million)</p>	<p><u>Sub-component 2.1: Supporting cash-for-work, youth upskilling, and women and youth socio-economic enterprises (US\$20 million). This component will finance:</u></p> <p>a. <u>Cash-for-work support to vulnerable people (US\$8,000,000):</u> This sub-component will provide cash transfers and livelihoods support to the most vulnerable households in the 56 districts to mitigate welfare shocks, stabilize household consumption, and promote economic inclusion, while mitigating risks of recruitment to violent extremism. Cash transfers will also reduce people’s reliance on climate-sensitive and environmentally degrading practices, including charcoal production, wood extraction, bush burning for hunting, and unsustainable fishing, particularly in coastal and riverine districts. The design and implementation of this intervention will build on the model of the World Bank Productive Social Action Program (PASP), a package that includes a mix of public works, basic training, and economic inclusion components. The Project Operations Manual will provide adaptations to the PASP model, informed by local conflict and political economy analysis and social inclusion considerations to ensure equitable access to resources, to avoid exacerbating tensions, prioritizing women and youth, and to strengthen community resilience. This intervention will strengthen Mozambique’s social protection systems, such as targeting tools, existing registry of vulnerable families, digital payments mechanisms, and others, in consideration of the fragile context and by stabilizing incomes, the intervention will reduce pressure on natural resources and support more sustainable livelihood strategies. This sub-component will use</p>

Component	Key Sub-component
	<p>strategic partnerships with third-party providers for implementation.</p> <p>b. <u>Youth upskilling (US\$4,000,000):</u> SICSCenters of Excellence (CoEs) - one in each province—such as tertiary technical colleges or universities, will deliver technical and vocational training, technology skills courses, artisanal courses, mentorship, and certification guidance to youth in professions relevant to local market demand. The SICCoEs will also provide training to participating youth on climate risk management, resilient business practices and integration of resilience measures into business plans. The Project Operations Manual will define transparent, inclusive, and conflict-sensitive procedures for beneficiary identification and selection.</p> <p>c. <u>Support to women and youth socio-economic enterprises (US\$8,000,000):</u> The project will provide grants to existing women and youth enterprises to, inter alia, implement their business plans, expand operations, and generate employment opportunities, including for youth graduating from the SICCoEs. The grants will help enterprises integrate measures to reduce their climate risks, such as basic planning for floods, droughts, or other disruptions that may affect their operations. The grant amount will be split evenly between women enterprises and youth/people with disabilities enterprises. A grants manual will specify eligibility criteria and a transparent application process that mitigates risks of elite capture.</p> <p>Youth upskilling and support to socio-economic enterprises will be informed by a market needs assessment to be carried out in consultation with private sector actors, including from the LNG industry, to determine the existing and future economic opportunities and market access and thus ensure viability and sustainability of the skills provided and enterprises supported.</p> <p><u>Sub-component 2.2:</u> Providing GBV and psycho-social support services (US\$2 million). This sub-component will focus on GBV prevention and response through an integrated package of awareness raising and community engagement activities to make sure that trauma survivors are in a better position to participate in economic activities. Targeted social and behavior change communication campaigns on GBV, sexual and reproductive health, and mental health will be implemented across the three provinces using theater, radio, and printed materials, complemented by community engagement through the GALS and other psycho-social support programs in districts with high IDP populations to address underlying drivers of GBV. The project will strengthen existing district and community level structures to improve GBV prevention, referral, and response by reinforcing the capacity of community-based mechanisms and strengthening coordination and referral pathways with formal service providers</p>

Component	Key Sub-component
	to ensure timely access to medical, psycho-social, and legal support. Implementation will be carried out in close coordination with the Capacity Building for Improved GBV Response Project (P502471) to ensure alignment and leverage ongoing capacity building and system strengthening efforts at district and community levels.
Component 3: Improving access to climate resilient infrastructure (US\$66 million)	<p><u>Sub-component 3.1:</u> Providing climate resilient community infrastructure (US\$20 million). This sub-component will finance the design, development/rehabilitation, and supervision of the community infrastructure projects selected by the communities under sub-component 1.2, and preferably ones that enable the participation of community members in labor and monitoring, as financed under sub-component 2.1. The design of the infrastructure will be carried out by the relevant district departments with the support of the provincial Public Works Department and ANOP, while the tendering will be done by the district secretaries under the leadership of the District Permanent Secretary.</p> <p><u>Sub-component 3.2.</u> Providing climate resilient public infrastructure (US\$46 million). This sub-component will finance the construction, rehabilitation, and supervision of climate resilient public infrastructure works that were prioritized by the government under the Northern Crisis Recovery Project (NCRP, P176157) to serve IDPs in relocation sites, host communities, and returnees in ten districts in Cabo Delgado.¹⁴ The infrastructure includes administrative post headquarters offices, locality secretariat offices, primary and secondary schools, health centers, district hospitals, houses for teachers, nurses, and doctors, community markets, multipurpose social spaces, and a water supply system. The sub-component will also finance the supervision of works and assessment of damage and vulnerabilities of public infrastructure in Niassa and Nampula provinces, and the preparation of bidding documents for the works by ANOP, for financing by Phase II. ADIN, in collaboration with ANOP and the provinces, will lead the implementation of this sub-component, while ANOP will provide technical designs and quality assurance to ensure resilient construction. Works will engage community members as laborers to enhance participation, ownership, and accountability, and to provide employment. Following completion, infrastructure under this sub-component will be handed over to the respective provincial and district authorities for service delivery to local populations, with support from active World Bank operations in the north.</p> <p>Income generated through employment under sub-components 3.1 and 3.2 is expected to reduce dependence on natural resource extraction. Wages will enable households to access more durable and climate-resilient construction materials, reducing the use of locally sourced materials and contributing to more resilient housing practices.</p>
Component 4: Improving Project Management and Coordination and Financing a	This component will finance the operating costs of an ADIN-housed Program Coordination Unit (PCU), Provincial Project Teams (PPTs) and DITs that will coordinate and manage the

Component	Key Sub-component
Learning Agenda (US\$5 million).	project from fiduciary, E&S risk management, grievance redress, and M&E perspectives. It will also finance the incremental operating costs of a Steering Committee (SC) and the regional and district dialogue forums and the costs of communication activities. The component will also support the development of a climate finance roadmap for MPD's National Directorate of Climate Finance to secure climate finance for the Northern Region to further enhance community resilience. Finally, this component will finance capacity evaluations, impact assessments, perception surveys, and localized needs assessments in support of the program's learning agenda. The component's costs reflects these expenses and the expected elevated costs of work in remote and at-risk areas.
Component 5: Contingent Emergency Response (CERC) (US\$0)	This component will enable access to rapid financing by providing for a possible reallocation of uncommitted project funds in the event of a natural disaster, either by a formal declaration of emergency by the national or provincial government or upon a formal request from the Government of Mozambique. A CERC Manual and an Emergency Action Plan will be prepared separately and approved by the World Bank, which will constitute a disbursement condition for the CERC. If this component is activated, the project will be restructured to reallocate funds, and to revise the PDO, indicators, and implementation arrangements as needed. The CERC activities will be carried out in accordance with the CERC Manual and the Emergency Action Plan.

2 OBJECTIVE OF THE SEP

The overall objective of this SEP is to define a program for stakeholder engagement, including public information disclosure and consultation throughout the entire project cycle, and to ensure that stakeholder feedback is systematically considered and integrated into program design, implementation, and adaptive management. The SEP outlines the ways in which the ADIN will communicate with stakeholders and includes a mechanism by which people can raise concerns, provide feedback, or make complaints about the program and any activities related to the program. The SEP specifically emphasizes methods to engage groups considered most vulnerable and that are at risk of being left out of program benefits.

3 STAKEHOLDER IDENTIFICATION AND ANALYSIS

3.1 Methodology

The following stakeholders have been identified and analyzed, taking into account their key groupings and subgroupings, as well as considering regulatory requirements and the program's targeted area. Desk review of diverse documents, including those of prior similar projects (P174635- Northern Mozambique Rural Resilience Project, P176157- Northern Crisis Recovery Project (NCRP)), as well as consultation with relevant stakeholders (details in table 6 and annex 4), was key for the development of this SEP. It was also considered how each of the stakeholder groups will be affected by the program and what influence they could have on the program, and this helps the process of designing an engagement strategy, as well as prioritizing stakeholders for consultation. Based on that, developing and implementing engagement methods that are effective and inclusive, considering the different access and communication needs of various groups and individuals, especially those more disadvantaged or vulnerable, was key. These stakeholders include affected parties (as defined in section 3.2), other interested parties (as defined in section 3.3) and disadvantaged/vulnerable individuals or groups (as defined in section 3.4).

The table below summarizes the identified and categorized stakeholders and their level of participation and influence in the program. This table will be updated during the implementation of the program to ensure that no interested parties are excluded.

Table 2: Stakeholders categorization

Stakeholders that may be affected directly or indirectly by the program	Stakeholders that take part in implementation of the program	Stakeholders with influence on the implementation of the program
General affected population, internally displaced persons (IDPs) in Cabo Delgado, Nampula and Niassa.	ADIN	ADIN
Vulnerable populations including women, female headed households, children/ child headed households, youth, Persons with Disability (PWD), IODPs and others	Provincial Program Team (PPT), District Implementation Team (DIT), District administrators.	Central Government (MOPHRH, MPD, Ministries of Finance, Ministry of Agriculture, Environment and Fisheries, Ministries of Health, Education, Gender, Child and Social Protection)
Civil society organizations (CSOs)	District government institution (SDAE, SDPI, SDEJT, SDSMAS) ³	NGOs, CSOs, and Associations (at national and provincial levels)
Private sector, small commercial farmers, subsistence farmers	CSOs, Locality Consultative Councils (LCC)	Provincial Governments of Cabo Delgado, Nampula, and Niassa
Public servants (health, education workers, public administration in general)	Ministry of Planning and Development (MPD), Ministry of Public Works, Housing and Water Resources (MOPHRH)	UN entities (World Food Program, UNICEF, UNOPS, World Health Organization, IOM etc.).
NGOs and Associations operating at local and provincial levels	Provincial Government (Directorate of Agriculture, Fisheries, Public Works)	Universities and research institutions, National Disaster Management Institute - INGD, media (local, and national level). Community (community leaders, host families).
Ministries involved (MPD MOPHRH)	Targeted Municipalities in the provinces of Cabo Delgado, Nampula and Niassa	
Provincial and District Government	Contractors and service providers, Consulting firms	
Small scale fisherman, small scale farmers, beekeeping, milling, builders and small business owners (among IDPs and host communities)	Security companies	
Medical and health staff	NGOs (especially those working on Gender Based Violence, child and social action, social protection reconstruction process, youth empowerment, peacebuilding)	
	UN entities (UNOPS, UNICEF, WFP, IOM)	

3.2 Affected parties

Affected parties include local communities, community members and other parties that may be subject to direct impacts from the Program. Specifically, the following individuals and groups fall within this category, as indicated in table 3 below.

³ SDAE- District Services for Economic Activities, SDPI- District Planning and Infrastructure Services, SDEJT- District Education Services Youth and Technology, SDSMAS- District Health, Women and Social Action Services.

The local communities will be directly affected by the Program through the implementation of construction and/or repair community education and health facilities, water supply and sanitation services, rehabilitation of local rural roads, including small bridges and culverts, construction of local markets, among others. Therefore, the involvement of the local community is important to ensure their effective participation in decision-making on the implementation of the Program; the decisions that may be of interest to local communities include, but will not be limited to: recruitment of local labor, and selection criteria; mechanisms for submitting concerns and grievances; alternative accesses in sections of local rural roads to be rehabilitated; role of local/traditional leaders; communication with Contractors; risks related to GBV/SEA/SH, especially due to the likely presence of private protection/security forces at construction sites.

At this stage, the expected roles in engagement for all identified affected parties are consulted and collaborate and/or partnerships, depending on the specific program activities being carried out.

Table 3: Identified affected parties

Affected parties	Description
Local communities	Local communities will be directly affected by the program through the implementation of component 1 and 2 activities. This includes IDPs, host communities, especially in Nampula and Niassa district; communities of the 22 targeted districts in the provinces of Cabo Delgado, Nampula, and Niassa, and more specifically the 400 communities covering 12,000 households.
Community-based organizations (OCBs)	The participation of OCBs will be very important to stimulate members of these organizations in discussions and decision making on the implementation of the program throughout its life cycle, especially under component 1 and 2 activities. The OCBs to be affected include the following: Agricultural associations, sustainable management of natural resources (CGRN), savings and revolving credit groups (PCR), Community Fisheries Councils (CCPs), aquaculture associations, Locality Consultative Councils (LCC),
Non –Governmental Organizations (NGOs)	The participation of local, national and international non-governmental organizations (NGOs) will be important for the implementation of the stakeholder engagement plan throughout the program's life cycle, in relation to activities under component 1, 2 and 3. The NGOs to be affected include the following: all those working directly with the IDPs, REDE of Community Management of Natural Resources (REDE-GCRN), UNICEF, Mozambican Rural Women's Movement (MMMR).
Local Government	Provincial, district and local government offices are important and affected by the program under components 1, 2 and 3. It includes the Provincial Directorate of Public Works (DPOP), Agriculture and Fisheries (DPAP), Economic Activities, Environment (DPAE), Land and Territorial Planning (DPTOT), Health and Social Action (DPSAS), Education and Human Development (DPEDH), Fisheries Development Delegation, and Disaster Management, District Services for Economic Activities (SDAE), Planning and Infrastructure (SDPI), Health and Social Action (SDSAS), Education, Youth and Technology (SDEJT).
Interested Institutions	The institutionally affected stakeholders of the program are mainly the following: MOPHRH, MPD, Ministries of Finance, Ministry of Agriculture, Environment and Fisheries, Ministries of Health, Education, Gender, Child and Social Protection, provincial, district level and including the Project Coordination Units (PCU). This group includes the institutions that will supervise the program activities within their areas of responsibility, such as Environmental Quality Agency (AQUA), National Directorate for the Promotion of Integrated Development, Climate Change Unit-UMC.
Local Private Sector	The Program will support community-driven investments and small-scale infrastructure that can influence access to markets, natural resources, productive assets, and local economic opportunities. As such, local private sector and small business owners may experience both positive impacts (improved infrastructure, services, and local economic linkages) and temporary adverse impacts (such as

Affected parties	Description
	localized construction-related disruptions or changes in resource use), requiring targeted engagement and mitigation measures in line with ESF requirements.

3.3 Other interested parties

The programs' stakeholders also include parties other than the directly affected communities, including, but not limited to, the following described in table 4 below. The government institutions (Ministry of Economy and Ministry of Finance, ADIN, MAAP, MINEDH, MOPHRH, among others) at both the central and local levels, as well as international organizations, have an important role within the program area, which includes ensuring the provision of basic services such as education, health, housing, and water. These institutions/organizations will be affected and have interest in the program, as their related infrastructures and services will be intervened through program implementation. Their interest/intervention will be through supervising the activities within their areas of responsibility and coordinating certain activities along with the PPT and DIT. Through component 1.3, local government institutions will receive capacity building to plan climate-resilient infrastructures to respond to community needs. Their participation and interest are linked to the training in the participatory planning and monitoring process under component 2.1.

At this stage, the expected roles in engagement for all identified other interested parties are consulted and collaborate and/or partnerships, depending on the specific program activities being carried out.

Table 4: Other interested parties identified

Other Interested Parties	Description
Ministry of Economy, and Ministry of Finance	These ministries are responsible for managing and establishing the government's long-term financial strategy, as well as for the supervision and management of the financial resources of large investments in the country.
Northern Development Agency (ADIN)	Responsible for the coordination, articulation and management of programs to boost the integrated socioeconomic development of the North region, in the provinces of Nampula, Niassa and Cabo Delgado. ADIN is also responsible for managing multisectoral programs for development, business promotion, investment and employment, mobilization of internal and external resources to ensure the development of the northern part of the country in the medium and long term.
Ministry of Agriculture, Environment and Fisheries (MAAP)	Responsible for allocating land to IDPs, management of agriculture and fisheries sectors, as well as ensuring the implementation of the environmental policy, including monitoring and auditing of activities/projects in relation to the environmental management aspects, through the Environmental Quality Agency (AQUA).
Other sectors of the ministries	Ministry of Public Works, Housing and Water Resources (MOPHRH), the Ministry of Health (MISAU), Ministry of Defense (MD), the Ministry of the Interior (MI), Ministry of Labor, Gender, and Social Action (MTGAS); Ministry of Education and Culture (MEC), National Institute for Social Assistance (INAS), and the National Institute for Disaster Management (INGD). It is also included in this group the Provincial Directorate of Public Works (DPOP), Agriculture and Fisheries (DPAP), Economic Activities, Environment (DPAE), Land and Territorial Planning (DPTOT), Health and Social Action (DPSAS), Education and Human Development (DPEDH), Fisheries Development Delegation, and Disaster Management, the District Services for Economic Activities (SDAE), Planning and Infrastructure (SDPI), Health and Social Action (SDSAS), Education, Youth and Technology (SDEJT).
United Nations organizations	World Food Program (WFP), International Organization for Migration (IOM), United Nations Children's Organization (UNICEF), World Health Organization

Other Interested Parties	Description
	(WHO), WaterAid, United Nations Office for Project Services (UNOPS), Food and Agriculture Organization (FAO).

3.4 Disadvantaged/vulnerable individuals or groups

Disadvantaged/vulnerable individuals or groups, include those who may be more likely to be adversely affected by the program impacts and/or more limited than others in their ability to take advantage of a program’s benefits. Such an individual/group is also more likely to be excluded from/unable to participate fully in the mainstream consultation process and as such may require specific measures and/or assistance to do so. Within the Program, the vulnerable or disadvantaged groups may include, but are not limited to, the following described in table 5 below.

As per the Mozambique Constitution (articles 35, 37, 125), discrimination against Persons with Disabilities (PWD) is prohibited, their rights are guaranteed, and special protection, rehabilitation, and social integration are offered. The National Action Plan for Disability (PNAD-2012) and the Strategy for Inclusive Education and Development of Children with Disabilities (2020-2029) operationalize the requirements from the Constitution. The Ministry of Labor, Gender and Social Action (MTGAS) and the National Institute for Social Assistance (INAS) are the key government entities for the implementation of actions to protect the PWD, while the Forum of Mozambican Associations of Disabled People (FAMOD) plays a crucial role in addressing discrimination and barriers to accessing public services. Activities of these institutions should be well coordinated with the program implementers (at the central, provincial, and district levels), including with ADIN, to ensure that consultation activities are aligned to avoid pressing the same communities and create consultation fatigue.

Table 5: Identified disadvantaged/vulnerable individuals or groups

Disadvantaged/Vulnerable Individuals or Groups	Description	Possible Barriers they may Encounter in Accessing Information
Internal displaced people (IDPs). Individuals and families affected by HIV. Elders. People with chronic medical conditions. Young people aged 18 to 35 who have not attended school. People with reduced mobility of any nature regardless of whether they are under permanent care or self-cared. People with vision/hearing impairment, cognitive disabilities. Single parent headed households, male and female. Female heads of low-income household or with young children (under 5 years). Economically marginalized and disadvantaged groups. Communities in remote and inaccessible areas with low communication.	These groups or individuals may be potentially disproportionately affected and less able to benefit from opportunities offered by the program due to specific difficulties to access and/or understand information about the program and its environmental and social impacts and mitigation strategies.	Language barriers, as most of them speak one language (local language). They may feel inhibited due to their status in the community, and as such are not always able to freely express their concerns and interests about the program. Lack of transportation to the events. Accessibility of venues. Their reduced mobility. Lack of understanding of a consultation process. Materials provided in formats that are not formatted for screen readers, material in small font sizes. Use of long sentences that makes information difficult to process.

Vulnerable groups within the communities affected by the program will be further confirmed and consulted through dedicated means, as appropriate. Description of the methods of engagement that will be undertaken by the program is provided in the following sections.

4 STAKEHOLDER ENGAGEMENT PROGRAM

4.1 Summary of stakeholder engagement undertaken during program preparation

During program preparation, the following public consultation meetings were conducted, as described in the table below, and in Annex 4.

Table 6: List of stakeholders' engagement done during program preparation

#	Location	Stakeholders	Number of Participants		Date	Summary of Key Issues Discussed
			M	W		
1	Nampula	District Government - Ribaue, Memba, Mecuburi, Malema, Muecate and Erati	42	8	17/02/2026	<ol style="list-style-type: none"> 1. The program that aims to strengthen stability and accelerate development in the province of Nampula was socialized, with an investment of US\$250 million, the initiative proposes long-term interventions aimed at promoting social cohesion, preventing conflicts and improving essential infrastructure. 2. During the socialization of the program, it was emphasized that the districts should take an active role at all stages of the program cycle, with a view to ensuring their institutional ownership and sustainability. 3. As part of the process of assessing the initial conditions for the start of the program, ADIN aims to promote the approximation between local development actors and potential beneficiaries, aligning them with the new approach introduced by the MozCommunity Program. 4. The districts are expected to play a central role in conducting the planning processes from the locality level to the district level, and it is recognized that the district planning technical councils are active and have relevant experience on the applicable procedures. 5. At the end of the meeting with the district governments, a form was shared to collect information on the current state of the communities and their socio-economic infrastructures, and it is hoped that all stakeholders will feel involved, engaged and committed to the implementation of the Program.
2		Civil Society Organizations	41	23	18/02/2026	<ol style="list-style-type: none"> 1. It is expected that the districts will play a fundamental role in the Program, by conducting the processes from the level of the locality to the district level, based on the assumption that the Technical Councils of District Planning are active and have consolidated experience in the procedures, namely: <ul style="list-style-type: none"> • Identification of the problems and challenges of the communities. • Identification of priority locations for intervention. • Sharing good practice experiences from previous district planning processes, as well as lessons learned.

						<ul style="list-style-type: none"> • Definition of mechanisms for participatory intervention of the different actors in the process of selecting beneficiaries.
3		Private Sector	74	23	18/02/2026	<ol style="list-style-type: none"> 1. The participation of the private sector in the promotion of employment and employability of young people was discussed, necessarily influencing the mentality of young people, that is, the way they position themselves and prepare themselves for the labor market. 2. It was recognized that the employability challenges in Mozambique are interconnected and require a systemic approach: it is not only about creating jobs, but also about strengthening and institutionalizing collaboration platforms that promote applied innovation, consolidate monitoring mechanisms and strengthen shared responsibility between the State, training institutions and the private sector. Also mentioned the need to provide more opportunities to local companies rather than bringing companies from Maputo or other provinces. 3. The strategy of this Incubation Model is essentially focused on changing the mentality of young people, through critical reflection, analysis of opportunities and recognition of local potential as a basis for building sustainable economic trajectories. Challenge raised on lack of access to finance following incubation. 4. By acting simultaneously with young entrepreneurs and established companies, it becomes possible to create a resilient employability ecosystem, capable of valuing local talent and generating lasting impact in rural and peri-urban communities in Northern Mozambique.
4	Niassa	Provincial Government				<ol style="list-style-type: none"> 1. The Governor presented the potential of Niassa, having highlighted agriculture as a priority of the province, such as the production of beans, macadamia, strawberries and fruit trees. He presented the challenges, having highlighted the economic infrastructures, such as the roads, of the existing 7729Km, only 900Km are paved. 2. He requested the sharing of the concept note of the Program, for better appropriation. 3. He suggested that the management of the funds be the responsibility of ADIN, since many projects subcontract to third parties and a large part of the funds are used for administrative costs to the detriment of the beneficiaries (Population).

						<ol style="list-style-type: none"> 4. He asked about the overall value of the program (how much value will the Province of Niassa benefit?) 5. He suggested that they prioritize the Province of Niassa in the implementation of infrastructure projects, since the distances between the districts are long and the access roads are degraded. 6. He suggested reducing training costs for the construction or rehabilitation of economic and social infrastructure 7. The Provincial Director of Youth and Sports suggested the inclusion of the construction of sports infrastructures at the level of the Province of Niassa, and the inclusion of aspects related to economic empowerment for Youth, such as allocation of self-employment kits for Youth 8. The Director of the Office of H.E. Governor asked about aspects of environmental safeguards. (What aspects of environmental safeguards will the project consider?)
5		District Government - Nipepe, Mecula and Marrupa	11	5	19/02/2026	<ol style="list-style-type: none"> 1. The Permanent Secretaries and District Directors were unanimous in stating that the districts have sufficient Human Resources and experience to manage funds, and competitions if the plans are clear and flexible. Some Districts highlighted the experience they had with the MOZNORTE Project, which was implemented in the same way. 2. About improving access to basic services and resilient infrastructure, they suggested that the Project look at the rehabilitation of roads and bridges, as access roads are degraded in all districts of Niassa Province. 3. Regarding the social cohesion component, the SPDs and DDs suggested reducing the number of Members of the Associations that will be covered from 30 Members to 20 or 15, since in Niassa there are no associations composed of 30 Members. They also suggested that this figure should consider local conditions.
6		Civil Society Organizations	44	22	20/02/2026	<ol style="list-style-type: none"> 1. All participants were unanimous in stating that the project reflects the needs of the Province and the Northern Region. 2. For the success of the project there is a need to clarify the selection criterion of the companies (Associations, cooperatives and private) to be covered. 3. Involvement of the different actors (Private Sector, CSOs, community leaders).

					<ol style="list-style-type: none"> 4. Decentralization in the implementation of the Project at all levels (From the Province to the Locality). 5. Clarity and transparency in the management of project funds. 6. Dissemination of the project at all levels (Province, District, Administrative Post to the Locality). 7. Creation of synergies between the different actors (Government, Civil Society, Private and the Community); 8. Build on the successful implementation experiences of previous projects (LoCAL, Moz Norte). 9. Transparency of criteria in the selection of beneficiaries. 10. Transparency of the tenders to be launched. 11. Training of local health professionals so that they can ensure continuous psychosocial support in the various components. 12. Training of activists who can ensure continuity of psychosocial support and who speak the local language. 13. Creation of quotas to serve people with disabilities. 14. Ensuring advisory boards are inclusive. 15. Ensure the involvement of CSOs in the implementation and monitoring of projects through <i>outsourcing</i>. 16. Involve CSOs to support beneficiaries at different stages in project implementation from the preparation of Projects, Business Plans, capacity building of aspects related to social cohesion. 17. Engage CSOs to support the promotion of spaces for dialogue between Communities, Government and the Private Sector. 	
7		Private Sector	35	10	20/02/2026	<ol style="list-style-type: none"> 1. The Private Sector suggests that consultations for the implementation of the project should also be carried out in the communities. 2. Suggest clarifying the role of the Private Sector in project implementation. 3. The private sector must be integrated into local advisory councils. 4. The Private Sector Suggests Tax Reform for Business Improvement 5. Youth incubators should be built within Private Sector farms, if conditions are created for funding Young People after incubation. 6. They suggest the need to structure the market by linking to an aggregator 7. The private sector suggests improving access routes to allow the flow of products.

						8. It suggests the need to support small entrepreneurs to register their business
8	Pemba	Provincial Government			25/02/2026	<ol style="list-style-type: none"> 1. During the debriefing with His Excellency the Governor, the main points related to the implementation of the Project and the strategic guidelines for its operationalization were highlighted: 2. The need for the appointment of a focal point at the provincial level to facilitate institutional coordination and communication was identified. 3. It was recommended that the inclusion of local ombudsmen who speak the local languages ensure greater effectiveness in communication and community participation. 4. The urgency in the implementation of the project was underlined, given the existing local needs. 5. ADIN should take over the coordination of the project in the northern region and MOPH will provide support in the infrastructure component. 6. Aspects that need clarification were identified, noting that Cabo Delgado does not intend to exclude any entity, prioritizing only quality criteria. 7. The private sector must be expanded and integrated, without excluding other actors, and a specific mechanism must be put in place to ensure its effective participation. 8. The World Bank has proposed holding an integration workshop, involving the three provinces covered, with the aim of establishing a common vision, by the month of May. 9. Governor noted that the private sector must be expanded and integrated, without excluding other actors, and a specific mechanism must be put in place to ensure its effective participation

9		District Government - Pemba, Ancuabe, Balama, Chiure, Ibo, Macomia, Mecufi, Meluco, Metuge, Mocimboa da Praia, Montepuez, Mueda, Muidumbe, Namuno, Nangade, Palma and Quissanga	87	13	24/02/2026	<ol style="list-style-type: none"> 1. The Permanent Secretaries questioned whether there are similarities between the Program and the MozNorte Project, stressing that the districts covered show human resource capacity for project management. 2. They reiterated the need for the project to benefit all districts of the province, arguing that there should be no exclusions justified by insecurity. 3. They underlined that coordination should be ensured by ADIN, while the planning and management of the program should be conducted at district level, to strengthen local autonomy and respect the principles of decentralization. 4. They suggested holding planning meetings with the districts and, prior to implementation, specific meetings with the Permanent Secretaries and the Finance and Procurement sectors. 5. They stressed that the programs or projects must be aligned with the priorities defined by the districts. 6. The SPF reported that there is human resource capacity in the districts, although challenges remain related to the mobility of technicians, which can reduce the installed capacity. Thus, he proposed that the management of funds be ensured at the provincial level, with integration of district governments, and a gradual decentralization according to local capacities.
10		Civil Society Organizations	29	15	24/02/2026	<ol style="list-style-type: none"> 1. Projects must be implemented in a direct and dynamic manner, considering that, despite the frequent consultation and training, there is a slowness in the implementation phase. 2. It is recommended that consultations be maintained, but the execution of activities must be ensured by local organizations that have in-depth knowledge of the communities. 3. The coordination of the Program must be local, through ADIN, and civil society organizations must be integrated in the implementation of the projects. 4. The integration of Community-Based Organizations in the funding opportunities made available by the Program must be ensured. 5. It is observed that a significant part of the organizations operating in the province are not formally registered, although they have the structure and capacity for financing. In this regard, it is important to create opportunities for institutional strengthening, including support for legalization.

						<ol style="list-style-type: none"> 6. It is necessary to analyze the negative aspects, verified in the MozNorte project, to avoid their recurrence, as well as to identify and reinforce the positive aspects by integrating them into the Moz Communities Program. 7. The program must rescue and strengthen spaces for dialogue and community planning, promoting inclusive participation. 8. It is recommended to avoid the dispersion of resources, considering the size of the project and the number of communities covered, to ensure more significant gains and visible impacts. 9. Priority should be given to projects with potential for economic return, considering the challenges associated with the rural exodus.
11		Private Sector	23	12	24/02/2026	<ol style="list-style-type: none"> 1. They praised the inclusion of young people as an integral part of the Program's target group. 2. They said that, sometimes, the criteria for access to financing are excessively strict, citing as an example the required contributions, which force entrepreneurs to resort to credit. 3. They pointed out that although the World Bank imposes strict criteria for applying for financing, delays in the disbursement of funds have been observed. 4. They highlighted that challenges persist in hiring local personnel, since, in many cases, candidates do not meet the minimum requirements required. 5. Suggest the integration of young people trained in internship programs, such as Moz Youth, with a view to acquiring professional experience and reducing the number of professionals recruited outside Cabo Delgado province;

4.2 Summary of program stakeholder needs and methods, tools and techniques for stakeholder engagement

The Stakeholder Engagement Plan (SEP) outlines the engagement process, methods, including sequencing, topics of consultations and target stakeholders. The World Bank and the Borrower (MPD/MOPHRH) do not tolerate reprisals and retaliation against program stakeholders who share their views about Bank-financed projects.

The process of documenting feedback and acting as part of stakeholder engagement should be a continuous requirement to ensure meaningful consultation and program sustainability. As such, the Project Coordination Unit (PCU), in collaboration with the PPT and DIT, should maintain a documented record of stakeholder engagement activities, which should be published in a timely and accessible manner, considering the methods indicated in table 7 and considering local languages. The documentation should include at least the participant profile, information disclosed, summary of feedback, and management response. The acting-upon process should consider adapting program design and implementation arrangements in case the feedback received highlights significant environmental or social risks; the SEP should also be updated to reflect the feedback received, particularly regarding how future engagement will be conducted; if the feedback identifies site-specific risks, its incorporation into mitigation measures will require updating the ESMP; more importantly, communicating back to the stakeholders on how their input/feedback influenced the final decisions is indispensable. Some of the tools for documentation include the following: (i) stakeholder engagement log/database; (ii) grievance mechanism (GM); (iii) minutes of meetings and attendance list; (iv) feedback report.

The stakeholder's engagement as part of District Local Development Planning (DLDP) cycles is a participatory, bottom-up approach involving local consultative councils (LCCs), civil society, and traditional leaders to identify community needs. The key phases of the engagement under the DLDP include community consultation, prioritization, and planning, aimed at sustainable development and climate resilience. The LCCs are the primary link between the local government and communities, comprising community leaders, youth, women, and various social groups to define essential infrastructure needs and public services. As the program (under components 2.1 and 2.2) will finance the rolling out of participatory planning tools, as well as the rehabilitation and development of basic services and community infrastructures, the community engagement should be integrated, avoiding multiple discussions with the same community members for the same goal. The role of the PPT and DIT is essential to materialize this approach.

Table 7: Summary of program stakeholder needs and methods, tools and techniques for stakeholder engagement

Program stage	Target stakeholders	Topic of consultation / message	Method used	Language needs ⁴	Responsibilities	Frequency/Timeline
Program design	Institutional (Government institutions, local authorities, local NGOs, implementation partners, donors, Public (the public in general).	SEP and ESCP	Public consultation meetings	Portuguese	PCU environment and social risk management team	Before commencement of activities
	Public in general, local authorities, local and international NGOs, implementation partners, donors.	ESMF/ESIAs/ESMPs/ RAPs, the GRM; Social Assessment (SA), and other E&S instruments.	Public consultation meetings, formal meetings, one-on-one interviews, e-mail, website, social media;	Portuguese, and summaries translated into local languages such as Emakhuwa, Ciyawo, Elomwe	ADIN	Before commencement of respective activities
Program Implementation	Potential beneficiaries, local authorities, and general public.	Implementation of ESIAs/ ESMPs for sub-projects	Community meetings, District notice boards, social media, radio, SMS, website.	Portuguese, and summaries translated into local languages such as Emakhuwa, Ciyawo, Elomwe	ADIN, Provincial Project Team (PPT) and District Implementation Team (DIT)	During preparation of instruments. Before commencement of activities in sub-projects that require these specific instruments Minimum on a quarterly basis

⁴ In Cabo Delgado Emakhuwa is language spoken by 67% of the population, while Portuguese is spoken by 6% of the population

In Niassa province Emakhuwa is spoken by 42% of the population, Ciyawo (Yao) by 31%, while Portuguese is spoken by 9% of the population.

In Nampula Emakhuwa is the dominant language, spoken by the vast majority of the population, followed by Elomwe, and Portuguese is spoken by less than 3% of the population.

Program stage	Target stakeholders	Topic of consultation / message	Method used	Language needs ⁴	Responsibilities	Frequency/Timeline
	Potential beneficiaries, Local NGOs, CSOs and general public.		Community notice, boards, radio	Local languages such as Emakhuwa, Ciyawo, Elomwe	District Implementation Team (DIT), CSOs, NGOs	<p>During preparation of instruments.</p> <p>Before commencement of activities in sub-projects that require these specific instruments</p> <p>Minimum on a quarterly basis</p>

4.3 Proposed strategy to incorporate the views of vulnerable groups

The program will seek the views of Internal displaced people (IDPs); Individuals and families affected by HIV. Elders; People with chronic medical conditions; Young people aged 18 to 35 who have not attended school; People with reduced mobility of any nature regardless of if under permanent care or self-cared; people with vision/hearing impairment, cognitive disabilities. Single parent headed households, male and female; Female heads of low-income household or with young children (under 5 years); Economically marginalized and disadvantaged groups; Communities in remote and inaccessible areas with low communication, through the following methods described in table below.

Table 8: Vulnerable groups and proposed techniques for consultation

Vulnerable Group	Proposed technique for consultation
IDPs and host communities	Information on consultations should be disseminated through community radio and other channels available at local level. The meetings will be held in host communities with the presence of translators with knowledge of local languages.
Elderly people, disabled, individuals and families affected by HIV	The District Implementation Team (DIT) will provide transportation to consultation facilities. In addition, meeting locations will be selected to ensure universal access for people with disabilities. DIT will ensure that elderly people, disable people and people with chronic disease are well represented by their parents/family or other.
Female heads of low-income household	Specific locations and times will be identified depending on the availability of this group since they may have various occupations/activities during the day that make it difficult to participate in meetings.
People with reduced mobility, visual /hearing impairment	Provide information in accessible formats, like braille, large print; offer multiple forms of communication, such as text captioning or signed videos, text captioning for hearing impaired, online materials for people who use assistive technology.
Women and children	<p>Community meetings will be held with specific groups of women and children (focus groups). Communities' leaders are key to encouraging these groups. One-on-one meetings will be organized, according to the situation.</p> <p>In addition, ensure community engagement teams are gender balanced and promote women's leadership within them, design online and face-to-face surveys and other engagement activities so that women in unpaid care work can participate in the engagement teams. Consultations with young women in this group should be conducted independently, in safe and confidential spaces, and with trained female</p>

Young people aged 18 to 35 who have not attended school	Location sketches, physical models, and film presentations may be useful to communicate relevant information.
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All technical teams involved in the consultation will ensure that vulnerable groups are participating in consultative processes and that their voices are not ignored. This may require specific meetings with vulnerable groups in addition to general community consultations. In general, women may be more outspoken in women-only consultation meetings than in general community meetings. Similarly, separate meetings may be held with IDPs and host communities, should it be necessary. Further, it is important to rely on other consultation methods as well, which do not require physical participation in meetings, such as social media and radio broadcasting, to ensure that groups that cannot physically be present at meetings can participate. A social assessment three months after program effectiveness will investigate further specific needs of vulnerable groups during Program implementation, and the SEP will be updated as the results of the assessment are received. A GM will be implemented in a way that all groups identified as vulnerable have access to information and can submit their grievances and receive feedback as prescribed.

5 RESOURCES AND RESPONSIBILITIES FOR IMPLEMENTING STAKEHOLDER ENGAGEMENT

5.1 Implementation arrangements and resources

The overall responsibility for SEP implementation lies with the Project Coordination Unit (PCU) housed in ADIN. The implementation of the SEP will be conducted in strict coordination with the Provincial Project Team (PPT), and District Implementation Team (DIT)

The program’s stakeholder engagement implementation arrangements are as follows:

- The Program Coordination Unit (PCU) will include 1 full-time Environmental Health and Safety Specialist; 1 full-time Social Specialist; 1 full-time GBV Specialist; and 1 full-time Security Officer, responsible for oversight, reporting, and SEP implementation. In addition, there will be provincial level Environment, Social/GBV and OHS officers in Nampula and Niassa and district level GRM focal points that will support day-to-day implementation.

The stakeholder engagement activities will be documented in a transparent, accessible, and timely manner to ensure that engagements are meaningful and that feedback influences program decisions. Documentation should be maintained by the Borrower throughout the program life cycle and included as part of the environmental and social assessment. As indicated in the Environmental and Social Standard 10 (ESS10) guidance note, stakeholders’ activities documentation should include, among others, the following:

- Date and location of each meeting or engagement, along with a copy of the notifications sent to stakeholders.
- The objective of the engagement (e.g., to inform about program plans, or to gather views on environmental/social risks).
- The form of engagement used (e.g., town halls, focus groups, written consultations, one-on-one interviews).
- The number and categories of stakeholders involved (e.g., community members, local authorities, NGOs), with particular attention to identifying vulnerable or disadvantaged groups.
- A list of the specific program documents or information disclosed to participants.
- A summary of the main points, concerns, and questions raised by stakeholders.

- A summary of how stakeholder concerns were responded to, taken into account, or the reasons why they were not.
- Clear identification of issues requiring follow-up actions and how stakeholders are informed of decisions.

SEP implementation resources will be aligned with commitments set out in the ESCP. The budget estimate for the implementation of SEP is USD 1.595.400,000. It should be noted that budgets for SEP implementation in Northern Provinces of Mozambique tend to be higher than southern/central Mozambique due to security constraints and limited access; dispersed rural populations; presence of IDPs and host communities; need for continuous engagement, not just periodic consultations; and higher transport and logistics costs. The budget breakdown is described in the table below.

Table 9: Budget for the implementation of SEP

Budget categories	Quantity	Unit costs	Years	Total costs
1. Estimated Staff salaries and related expenses				
Salary for Social Specialist	96 months	4.500,00	8	432.000,00
Travel/transport costs for staff	Lumpsum			30.000,00
Per diem for staff	Lumpsum			20.000,00
Grievance Mechanism Focal Points	96 months	2.800,00	8	268.800,00
2. Consultations/ Participatory Planning, Decision-Making Meetings				
Program launch meetings	3 meetings	2.000,00	First year	6.000,00
Organization of focus groups	1 quarterly	500,00	8	16.000,00
3. Communication campaigns				
Radio, Posters, Theater, Comic books, Social Media	8	40,000	8	320.000,00
4. Trainings				
Training on social/environmental issues for PCU, PPT, DIT and contractor staff	1/province/year	2.000,00	8	48.000,00
Training on Gender-Based Violence (GBV) for PCU, PPT, DIT and contractor staff	1/province/year	2.000,00	8	48.000,00
5. Beneficiary surveys				
Mid-program perception survey	1	50.000,00	1	50.000,00
End-of-program perception survey	1	50.000,00	1	50.000,00
6. Grievance Mechanism				
Training of GM committees	1	2.000,00	8	16.000,00
Suggestion boxes in villages	Lumpsum			12.000,00

Budget categories	Quantity	Unit costs	Years	Total costs
GM communication materials	Lumpsum			80.000,00
Grievance investigations/site visits	1/province/month	500,00	8	144.000,00
GM Information System (setting up or maintenance)	Lumpsum			40.000,00
Other GM Logistical Costs	5% of the subtotal for GM management			14.600,00
TOTAL STAKEHOLDER ENGAGEMENT BUDGET:				1.595.400,00

6 GRIEVANCE MECHANISM

A Grievance Mechanism is a system that allows not only grievances, but also queries, suggestions, positive feedback, and concerns of program-affected parties related to the environmental and social performance of the program to be submitted and responded to in a timely manner.

The GM should work within existing legal and cultural frameworks, providing an additional opportunity to resolve grievances at the local, program level. The key objectives of the GM are: (i) record, categorize and prioritize the grievances; (ii) settle the grievances via consultation with all stakeholders (and inform those stakeholders of the solutions); and (iii) forward any unresolved cases to the relevant authority.

In principle, the traditional and community-based mechanisms should be considered as the first tier for dispute resolution before the program Grievance Mechanisms (GM). As such, the existing formal or informal mechanisms should be supplemented with program GM procedures to resolve grievances early, efficiently, and at no cost to the complainant. The traditional, local, or customary dispute resolution mechanisms are generally composed of elders, community councils, and leaders, which is what the program GM also considers as the principles of accessibility, cultural appropriateness, no-retaliation, confidentiality and inclusivity, and respect for human rights, which are integrated.

The program Grievance Mechanism (GM) described below as part of this SEP provides an accessible, timely, and fair resolution of grievances for program-affected parties. If a grievance is not resolved to the satisfaction of the complainant at the program level, they have several escalation options before resorting to the judiciary. However, it is understood that not all grievances will be resolved to the complainant's satisfaction on the first attempt. If the grievance is not resolved to the satisfaction of the complainant at the program level, the complainant has the following escalation options before resorting to the judiciary: (i) after submitting the grievance to the program GM focal point, contractors, site engineers, or local community representatives; (ii) if not satisfied, the complainant can escalate to the Project Coordination Unit (PCU), and the grievance will have the intervention of the environmental/social specialists; (iii) the Project Steering Committee can also review the decision; (iv) and if the program-level GM fails to resolve the grievance, it can be escalated to the (v) World Bank directly, through the World Bank Grievance Redress Service (GRS)- <http://www.worldbank.org/en/projects-operations/products-and-services/grievance-redress-service>

6.1 Description of Grievance Mechanism (GM)

The GM implementation structure will be as follows: The GM considers resolution mechanisms comprising three levels: the community level, the program level, and the judiciary level by following the formal Mozambican justice process.

- Community-level: Local communities have traditional and culturally recognized grievance mechanisms. It is expected that some grievances can be resolved using these mechanisms, without the involvement of the contractor(s), the PCU, and/or the government judicial process. Local leaders will be involved in resolving any land-related dispute.
- Program-level: It is expected that program-related grievances be small in size and complexity and site-specific. They may be related to noise and vibration, dust emission from construction activities, and conflicts between workers and the community, GBV/SEA/SH, among others.
- Judiciary-level: The program-level process will not prevent complainants from accessing the formal Mozambican justice process. The complainant may choose to proceed with the formal justice process in case grievance is not satisfactorily resolved at the program level. The program staff will provide the complainant with the necessary information on submission of a case to the formal justice system.

Table 10: Description of GM steps

Step	Description of the process	Timeframe	Responsibility
Step 1: Reception, registration and classification of the grievance	Grievances can be submitted orally, in writing via suggestion/complaint box, through free telephone hotline/mobile, mail, SMS, social media (WhatsApp, Facebook, etc.), email, website of the program, at community levels. The GM will also allow anonymous grievances to be raised and addressed.	Immediately	GM focal point at local district, provincial, and PCU level.
Step 2: Confirmation of reception and categorization of the grievance	Classifying the grievances based on the typology of complaints and the complainants in order to provide more efficient response and provide the initial response immediately if possible. The typology will be based on the characteristics of the complainant (e.g., vulnerable groups, people with reduced mobility, people with language barriers, etc.) and also the nature of the complaint.	Within a maximum of 5 working days. This includes providing the complainant with the basic next step information.	GM focal point
Step 3: Verification, investigation and proposed response/solution/decision	As grievance is preliminarily classified according to its complexity, investigations can be extended on a case-by-case basis. The investigation will need to provide elements to resolve the grievance to the satisfaction of the complainants. The investigation will address the following elements: identification of the parties involved, clarification of grievance and its impact, obtaining factual information to determine responsibility (taking photos if relevant, discussing with witnesses, etc.), discussions with all involved parties, and proposed solutions. If the grievance is vague and not clear enough, the GM team is obliged to help and provide counsel and even help in redrafting the description of the grievance for the grievance to become clear for purposes of an informed decision by the GM team in the best interests of the complainant. If the GM team cannot address the issues raised by immediate corrective action, a long-term corrective action will be identified.	Maximum of 15 working days.	GM committee or resolution team.
Step 4: Communication of the proposed response/solution/decision to the complainant	The decision shall be in writing and shall be delivered to the person who filed the grievance as well as to any other person or entity to which the recommendation and measures shall apply or is under obligation by law. The decision shall give a clear assessment of the grievance/complaint, a clear ruling and recommendations for a fair remedy, and propose measures to modify	Within 20 working days upon reception of the grievance.	Social Specialist of the PCU

Step	Description of the process	Timeframe	Responsibility
	future conduct that caused the grievance as well as proposed measures to compensate if mitigation measures cannot remedy the harm or injury. The complainant should acknowledge the reception of the decision and indicate whether he agrees with it or not.		
Step 5: Implementation of the solution/decision to resolve the grievance	The Social Specialist of the program, along with other risk management experts (at provincial and district level) and other entities involved in program implementation (including ADIN, ANOP, Government institutions, Contractor, Engineer) will take the necessary actions to implement the solution. For solutions that are complex and that require more time or multiple activities, the agreement will include an action plan with a timeline. The agreement must also indicate the budget necessary for its implementation and the specific actors responsible for each activity.	Within 15 working days of signing the agreement with the complainant.	Social Specialist of the PCU, Relevant Government institutions (provincial and district level) Contractor, Engineer
Step 6: Monitoring and evaluation	The number and types of complaints will be monitored to take proactive action to avoid future complaints. The overall effectiveness will be evaluated (responses and conclusions within the deadlines) as well as the overall satisfaction of the users and the local community. Data on grievances will be collected in grievance log/database/agreements with complainants and reported to the program coordinator every month. Specific monitoring indicators are described in chapter 7 of this SEP.	Monthly	PCU team responsible for GM management (led by the Social Specialist), guided by the program coordinator.
Step 7: Closure of the grievance	Once the solution/decision has been implemented and the complainant is satisfied with the outcomes, the grievance will be closed. A note to the file will be made to state that the complaint is now following an independent legal system. If the grievance could not be resolved in an amicable endeavor, the complainant can resort to the formal judicial system, as made available under the national legal framework. It should be noted that logging a grievance with the GM does not preclude or prevent seeking resolution from an official authority, judicial or other, at any time (including during the grievance resolution process) provided by the national legal framework.	Once implementation of the solution/decision is complete and complainant satisfied.	Social Specialist of the PCU

SEA/SH grievances cannot be resolved in an informal manner and should never be the subject of mediation. Disciplinary sanctions for violation of a Code of Conduct (CoC) or Behavioral Standards should form part of a process that is internal and under the responsibility of the employer. Employer sanctions should be appropriate to the seriousness of misconduct and are a separate and independent process from the criminal proceedings, as this rests with the national justice system.

Information about SEA/SH allegations won't be disclosed, records of SEA/SH survivors will be stored separately from other general complaints and in a safe cabinet and systems accessible only to the Social Specialist and the program lead. Specific protocols and procedures will be established to handle SEA/SH grievances following the survivor centered approach and national laws.

Labor GM, consistent with the Labor Management Procedures (LMP), as required in ESS2 and ESS10, should provide a detailed mechanism for the contracted, primary supply and community workers to raise workplace concerns, as well as handle issues such as demand for employment, labor wages, payment delays, unhealthy or unsafe working conditions, and labor-related SEA/SH. Workers should be informed about the GM at the time of recruitment, including the procedures for anonymous complaints and how the GM ensures protection against retaliation.

As part of the program GM, the complaint resolution will consider appeal process, compensation, and training as described below: i) the appeals process includes the national judiciary or other mechanisms out of the program GM, allowing complainants to seek further redress if the initial resolution is unsatisfactory; ii) the reparations/compensation to provide remedies for program-affected parties, including compensation for losses, such as damage to property or loss of assets, in line with requirement for resettlement; iii) the training and capacity building of staff and external stakeholders to manage the GM effectively. This should include training on documenting grievances, handling complaints, and implementing resolutions.

7 MONITORING AND REPORTING

7.1 Summary of how SEP will be monitored and reported upon

The SEP will be monitored based on both qualitative reporting (based on progress reports) and quantitative reporting linked to results indicators on stakeholder engagement and grievance performance.

SEP reporting will include the following:

- A quarterly report prepared by the E&S team of the program, covering, in addition to the indicators described below, the main commitments specified in the Environmental and Social Commitment Plan (ESCP) in relation to the SEP.
- Cumulative qualitative reporting, prepared on a quarterly basis, included in the ESHS performance report, as provided for in the ESCP, should provide feedback received during SEP activities, in particular (a) issues that have been raised that can be addressed through changes in program scope and design, and reflected in the basic documentation of the program such as PAD, ESIA/ESMP, SEA/SH Action Plan, between others; (b) issues that have been raised and can be addressed during program implementation; (c) issues that have been raised that are beyond the scope of the program and are better addressed through alternative programs, programs or initiatives; and (d) issues that cannot be addressed by the program due to technical, jurisdictional or excessive cost-associated reasons. Minutes of meetings summarizing the views of the attendees should also be annexed to the monitoring reports.
- The following minimum indicators should be covered:
 - Number of grievances received, disaggregated by gender of workers and worksite, resolved within a specified time frame.
 - Number of SEA/SH cases reported in the program areas.
 - Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the

complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant.

- Number of actions taken in a timely manner in response to feedback received during consultation sessions with program affected parties.
- Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in sub-programs design and implementation.
- Number of disaggregated engagement sessions held, focused on at-risk groups in the program.
- Percentage of SEP activities implemented.
- Number of adjustments made in the stakeholder engagement approach to improve programs' outreach, inclusion and effectiveness.
- Number of instances where consultation feedback was communicated back to communities, including actions taken.

In annex 3 a sample table is included with more details on monitoring and reporting on the SEP, specifically with key evaluation questions, indicators and data collection methods.

7.2 Reporting back to stakeholder groups

This SEP will be periodically revised and updated as necessary in the course of program implementation in order to ensure that the information presented herein is consistent and is the most recent, and that the identified methods of engagement remain appropriate and effective in relation to the program context and specific phases of the development.

The results of stakeholder engagement activities will be reported back to both program-affected parties' stakeholders and different stakeholder groups using methodologies and means identified in sections 4.2 and 4.3 of this SEP. Quarterly summaries on grievances, inquiries, should be included in the ESHS performance report as provided for in the ESCP, together with the status of implementation of associated corrective/preventative actions, to be collated by the E&S team of the program and referred to the program coordinator. The quarterly summaries will provide a mechanism for assessing both the number and the nature of grievances and requests for information, along with the program's ability to address those in a timely and effective manner.

Annex 1: Template to capture consultation minutes

Stakeholder (Group or Individual)	Dates of Consultations	Summary of Feedback	Response of Program Implementation Team	Follow-up Action(s)/Next Steps	Timetable/ Date to Complete Follow-up Action(s)

Annex 2: Sample Grievance registration form

<p>A unique code should be assigned to each grievance at the first time they submit a complaint, and the same code should be used for all future grievance reported by the same person.</p>		
<p>1. INCIDENT INFORMATION</p>		
1.1 Received By:	1.2 Date received:	1.3 Reported by:
<p>1.4 Grievance category - <i>(Circle as appropriate)</i> <i>(Compensation/Land access/Inadequate Notification/Disruption to business or property/ Property damage/Environmental damage/Safety Risk/Traffic/Boundary Dispute/Other)</i> <i>Other</i> </p>		
1.5 Program Related? Yes: <input type="checkbox"/> No: <input type="checkbox"/> <i>- If the grievance is not related to the program do not continue.</i>	1.6 Date of the report to Contractor:	1.7 Date of the report to PCU:
1.8 Case ID:	1.9 Location	1.10 District:
1.11 Contract Number:	1.12 Name of the contractor:	
1.13 Risk of retaliation: Yes: <input type="checkbox"/> No: <input type="checkbox"/>		

1.14 Description of grievance:		
2. RESOLUTION FEEDBACK		
2.1 Complainant satisfied with process? Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Why not?	
2.2 Complainant satisfied with outcome? Yes: <input type="checkbox"/> No: <input type="checkbox"/>	Why not	
2.3 Other relevant information:		
3. ACTION TAKEN TO RESOLVE THE GRIEVANCE		
Reported to	Date Reported	Action Taken
Print name (complainant):		
Signed (complainant)	Date:	
Signed (Grievance Focal Point)	Date:	
Copied to:		

Annex 3: Sample Table: Monitoring and Reporting on the SEP

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Method
<p>GM. To what extent have program-affected parties been provided with accessible and inclusive means to raise issues and grievances? Has the implementing agency responded to and managed such grievances?</p>	<ul style="list-style-type: none"> • Are program affected parties raising issues and grievances? • How quickly/effectively are the grievances resolved? 	<ul style="list-style-type: none"> • Usage of GM and/or feedback mechanisms • Requests for information from relevant agencies. • Use of suggestion boxes placed in the villages/program communities. • Number of grievances raised by workers, disaggregated by gender of workers and worksite, resolved within a specified time frame. • Number of Sexual Exploitation, and Abuse/Sexual Harassment (SEA/SH) cases reported in the program areas, which were referred for health, social, legal and security support according to the referral process in place. (if applicable) • Number of grievances that have been (i) opened, (ii) opened for more than 30 days, (iii) resolved, (iv) closed, and (v) number of responses that satisfied the complainants, during the reporting period disaggregated by category of grievance, gender, age, and location of complainant. 	<p>Records from the implementing agency and other relevant agencies.</p>

Key evaluation questions	Specific Evaluation questions	Potential Indicators	Data Collection Method
<p>Stakeholder engagement impact on program design and implementation. How have engagement activities made a difference in program design and implementation?</p>	<ul style="list-style-type: none"> • Was there interest and support for the program? • Were there any adjustments made during program design and implementation based on the feedback received? • Was priority information disclosed to relevant parties throughout the program cycle? 	<ul style="list-style-type: none"> • Active participation of stakeholders in activities • Number of actions taken in a timely manner in response to feedback received during consultation sessions with program affected parties. • Number of consultation meetings and public discussions where the feedback and recommendation received is reflected in program design and implementation. • Number of disaggregated engagement sessions held, focused on at-risk groups in the program. 	<ul style="list-style-type: none"> • Stakeholder Consultation Attendance Sheets/Minutes • Evaluation forms • Structured surveys • Social media/traditional media entries on the program results
<p>Implementation effectiveness. Were stakeholder engagement activities effective in implementation?</p>	<ul style="list-style-type: none"> • Were the activities implemented as planned? Why or why not? • Was the stakeholder engagement approach inclusive of disaggregated groups? Why or why not? 	<ul style="list-style-type: none"> • Percentage of SEP activities implemented. • Key barriers to participation identified with stakeholder representatives. • Number of adjustments made in the stakeholder engagement approach to improve programs' outreach, inclusion and effectiveness. 	<ul style="list-style-type: none"> • Communication Strategy (Consultation Schedule) • Periodic Focus Group Discussions • Face-to-face meetings and/or Focus Group discussions with Vulnerable Groups or their representatives

Annex 4: List of Participants in Program Preparation Consultations

Province	Date	Institution/Organization Represented
Government Institutions		
Cabo Delgado	24 February 2026	Pemba District Government
		Metuge District Government
		Ibo district government
		Provincial Directorate of Industry and Commerce
		Ibo District Service for Education, Youth and Technology
		Ibo District Health, Women and Social Action Service
		Ibo District Planning and Infrastructure Service
		District Office for Health, Women and Social Action Chiure
		Ancuabe District Office for Economic Activities
		Muidumbe Economic Activities District Office
		Nangade District Health, Women and Social Action Service
		District Office for Economic Activities of Mecufi
		Balama District Office for Economic Activities
		District Office for Economic Activities of Chiúre
		District Office for Economic Activities of Meluco
		Ibo District Office for Economic Activities
		Ancuabe District Office of Planning and Infrastructure
		District Service of Planning and Infrastructure of Meluco
		Nangade District Office for Economic Activities
		District Service of Planning and Mecufi Infrastructures
		District Planning and Infrastructure Service Macomia
		ADIN
		Mueda District Secretariat
		Nangade District Secretariat
		Director
		Cabo Delgado Provincial Health Service
		SPU Balama
		Balama District Office of Education, Youth and Technology
		SPD Meluco
		Provincial Secretariat of Economy and Finance
		District Service for Health, Women and Social Action of Palma
		District Office for Education, Youth and Technology of Palma
		District Office for Education, Youth and Technology of Mecufi
		District Office for Education, Youth and Technology of Mocímboa da Praia
		Ancuabe District Office of Health, Women and Social Action
		District Office of Education, Youth and Technology of Montepuez
		Montepuez District Health, Women and Social Action Service
		Montepuez District Office for Economic Activities
		Mueda District Office for Economic Activities

Province	Date	Institution/Organization Represented
		Mueda District Office for Education, Youth and Technology
		Office of the Governor
		MPD
		ANOP - MOPHRH
		Provincial Directorate of Youth, Employment and Sports of Cabo Delgado
		Nangade District Office of Education, Youth and Technology
		District Service for Health, Women and Social Action of Meluco
		Cabo Delgado Provincial Directorate of Health
		District Office of Planning and Infrastructure of Pemba
		Namuno District Office for Health, Women and Social Action
		Namuno District Economic Activities Office
		District Service for Health, Women and Social Action of Balama
		Chiure District Planning and Infrastructure Service
		Balama District Office of Planning and Infrastructure
		Metuge District Office of Planning and Infrastructure
		District Office of Planning and Infrastructure of Montepuez
		Namuno District Office of Planning and Infrastructure
		Nangede District Planning and Infrastructure Service
		District Service of Planning and Infrastructures of Palma
		Metuge District Office for Education, Youth and Technology
		Pemba District Office for Education, Youth and Technology
		Muidumbe District Office for Education, Youth and Technology
		District Office of Education, Youth and Technology of Meluco
		Ancuabe District Office of Education, Youth and Technology
		Macomia District Office of Education, Youth and Technology
		Metuge District Office for Economic Activities
		Namuno District Secretariat
		District Service of Planning and Infrastructure of Quissanga
		Muidumbe District Office of Planning and Infrastructure
		Cabo Delgado Provincial Directorate of Territorial Development and Environment
		District Service of Health, Women and Social Action of Quissanga
		SPD Montepuez
		SPD Palma
		SPD Mocimboa da Praia
		District Office for Economic Activities of Quissanga
		GP de Cabo Delgado

Province	Date	Institution/Organization Represented
		Cabo Delgado Provincial Directorate of Planning and Finance
		Cabo Delgado Provincial Directorate of Public Works
		Muidumbe District Office
		Pemba District Office for Economic Activities
		District Service of Education, Youth and Technology of Quissanga
		District Office for Education, Youth and Technology of Chiúre
		Cabo Delgado Provincial Directorate of Planning and Finance
		Muidumbe District Health, Women and Social Action Service
		District Office for Health, Women and Social Action of Macomia
		District Service of Planning and Infrastructure of Mueda
		Cabo Delgado Provincial Directorate of Health
		District Service of Health, Women and Social Action of Mecufi
		Macomia District Office for Economic Activities
		Ancuabe District Secretariat
		Chiúre District Office
PRIVATE SECTOR		
Cabo Delgado	24 February 2026	Nutrivida Deokala
		Mar e Sol Restaurant
		Marisa and Events
		CFM Pemba
		Provincial Directorate of Industry and Commerce
		Petromoc
		Avibila Lda
		Madopera Comercial
		Lis, Lda
		Red Point
		MozCon, Lda
		Sheiva Esplanade
		Sanlo Mozambique
		Exxonmobil
		Nunisa Consultant
		JJ Consultants
		Cabo Front Farmácia
		CPDE Cabo Delgado
		Office of the Governor
		ADIN
		Ministry of Planning and Development
CIVIL SOCIETY ORGANIZATIONS		
		Fruitcad
		UNOPS
		PIJU
		F.Ariel
		AMMC
		Kutenda - GPCEM

Province	Date	Institution/Organization Represented
		Doimongo Association
		Wiwanana Foundation
		ADEL - CD
		Cislamo-CD
		MASC Foundation
		Blue Foundation
		Access Women
		Monção, Lda
		Secure Accounts and Services
		Moz Facility
		Assoti
		Office of the Governor
		Rezz Lda
		ANOP, IP
		ADIN
		Promura
		Livaningo
		Technoserve
		FOCADE
		Africar Rental
		IDES
		Moz Facility
		Muepane Chicken
		Kuendeleya Association
		Reef Investment
		Salama Pemba
		Coop Mov
		ANJE
		The World Bank
		Ministry of Planning and Development
Government Institutions		
Nampula	17 February 2026	ADIN
		Ministry of Planning and Development
		ANOP, IP
		The World Bank
		District Service of Education, Youth and Technology of Ribáuè
		Memba District Office for Economic Activities
		District Office of Health, Women and Social Action of Memba
		Ribaue District Office for Health, Women and Social Action
		Mecuburi District Office for Economic Activities
		Malema District Office for Education, Youth and Technology
		Malema District Secretariat
		District Office for Education, Youth and Technology of Memba
		District Service of Planning and Infrastructure of Muecate
		District Service of Planning and Infrastructure of Memba

Province	Date	Institution/Organization Represented
		District Service of Planning and Infrastructure of Mecuburi
		Malema District Office of Planning and Infrastructure
		Malema District Office for Education, Youth and Technology
		Ribaue District Office for Economic Activities
		District Service of Health, Women and Social Action of Muecate
		Nampula Provincial Directorate of Public Works
		Ribáuè District Government
		Memba District Government
		Erati District Government
		Mecuburi District Government
		Malema District Government
		Muecate District Government
		District Office of Education, Youth and Technology of Erati
		District Office for Health, Women and Social Action Erati
		District Office for Education, Youth and Technology of Muecate
		Muecate District Secretariat
		Malema District Office for Economic Activities
PRIVATE SECTOR		
Nampula	18 February 2026	ANOP, IP
		SAS, Lda
		Terminof Logistica
		Othuma
		Temzive
		NBS Investment
		Casa AAZ, SU, Lda
		Auto hez
		Kaku, Lda
		INCEP, Lda
		Nutrinatural
		JM Global
		AMC Constructions
		HB Eng. and Construction
		Korosho Mozambique
		ADVZ - FCID
		JD Multiservice
		Selectayash
		Actionaid
		Agi Mozambique
		Green Agro
		Mocooon Ltd
		Trajectus, Lda
		Che Soud
		Miniecto
		Mereca, SU, Lda
		Agro Rendimento
		ADIN

Province	Date	Institution/Organization Represented
		Nutrivida
		Wissa
		Ouani
		CTA
		Zip code
		CCD Logistics
		AGT/CTA
		Miroky
		Ministry of Planning and Development
		The World Bank
		Sonasserus
		Moz shopping
		PSV, Lda
		Jacasanto
		InspCosSestood
		J.A.V, Lda
		Export Marketing
		Agro for Life
		Umblella Investment
		N&I Dream
		Tecmarc, Lda
		Kizamdu Commercial
		Prome Comercial
		T.F.L. Norte, Lda
		Jacaranda
		Mindelo Fumigações
		Quisold
		MN Logistic
		Omega 3
		Jobbe Moz, Lda
		E.S.C
		CENY Services
		EJ Transportation and Services
		Ouriversaria
		Libya agriculture
CIVIL SOCIETY ORGANIZATIONS		
Nampula	18 February 2026	UNDE
		DPOP
		HRG
		Ekumi Association
		ADRA
		Ovarana Association
		Hooty
		Vamosa
		Ophavela
		IMC Association
		AVR Association
		Nroromelo
		Nivahane
		Okhaphela
		Bolster

Province	Date	Institution/Organization Represented
		Nivenyee
		Widow
		Ossokhela
		Ouani, Lda
		AMDN
		ACN
		Forum Terra
		AMR
		Auto
		World Vision
		Wissa
		Awolcina
		Ajoval
		ADAD
		Agir Mozambique
		MMP
		HRG
		Sold Moz
		Success Moz
		Orila
		AAMozambique
		Olipa-ODES
		ANOP, IP
		Kulima
		Ministry of Planning and Development
		APSC
		Girl Motination
		The World Bank
Niassa	February 19, 2026	DPOP
		Niassa District Office for Education, Youth and Technology
		District Planning and Infrastructure Service
		District Office for Economic Activities
		Nipepe District Health, Women and Social Action Service
		ADIN
		The World Bank
		Ministry of Planning and Development
		ANOP, P
		District Service of Planning and Infrastructure of Mecula
		Mecula District Office for Economic Activities
		District Office of Health, Women and Social Action of Mecula
		Mecula District Office for Education, Youth and Technology
		FNDS
		District Service of Health, Women and Social Action of Marrupa
		Marrupa District Office for Economic Activities
		District Service of Planning and Infrastructure of Marrupa
		Nipepe District Secretariat

Province	Date	Institution/Organization Represented
		Mecula District Government
		Marrupa District Secretariat
CIVIL SOCIETY ORGANIZATIONS		
Niassa	20 February 2026	Unops
		UNFPA
		Progress
		UN-Habitat
		UNDP
		FAO
		FOFEN
		Amathes
		CPS
		Poverty Alleviation
		Actionaid
		'Re
		Ark
		Ekweli
		Ark/Solid
		UPCN
		Fassod
		Amalipo
		Lambda
		UCA
		ICRA
		Ministry of Planning and Development
		Sancom
		MMMR
		Ark of Solidarity
		Plasoc-m
		Fonagni
		Imani
		Aru Mozambique
		OFEC
		Orera
		Parliament S
		Kupweshelama
		Assoti
		Amoprec
		Amodes
		CBS
		SOPESC
		ANIN
		Aro-Moz
		Rooas
PRIVATE SECTOR		
Niassa	20 February 2026	FAI
		CROC C. Services
		Mahoze Services
		Yarlim M. Services
		GNV
		Imperial

Province	Date	Institution/Organization Represented
		Coop.Wannango
		ALVIDA
		CAESE
		GENIUL
		MM. Garda
		N'toqua Ecologe
		C.Qwane
		Quinta do Pinhal
		Lucy Fashion
		Eusébio Agrícola
		Casa D'Peixe
		Vulo Aviary
		Petromasses
		AV.J.P. Servic.
		FIS, Lda
		Dream Agribusiness
		Kwichinga
		Sublime Trading
		Amodren
		MP. services, and
		CEP-CTA
		Attis
		Transport
		NEA-CTA
		JP Compraction
		Atram
		Chaqui
		Lent.F
		Green Revolution
		A Redomadul
		MN. Service, El
		Bendiak