

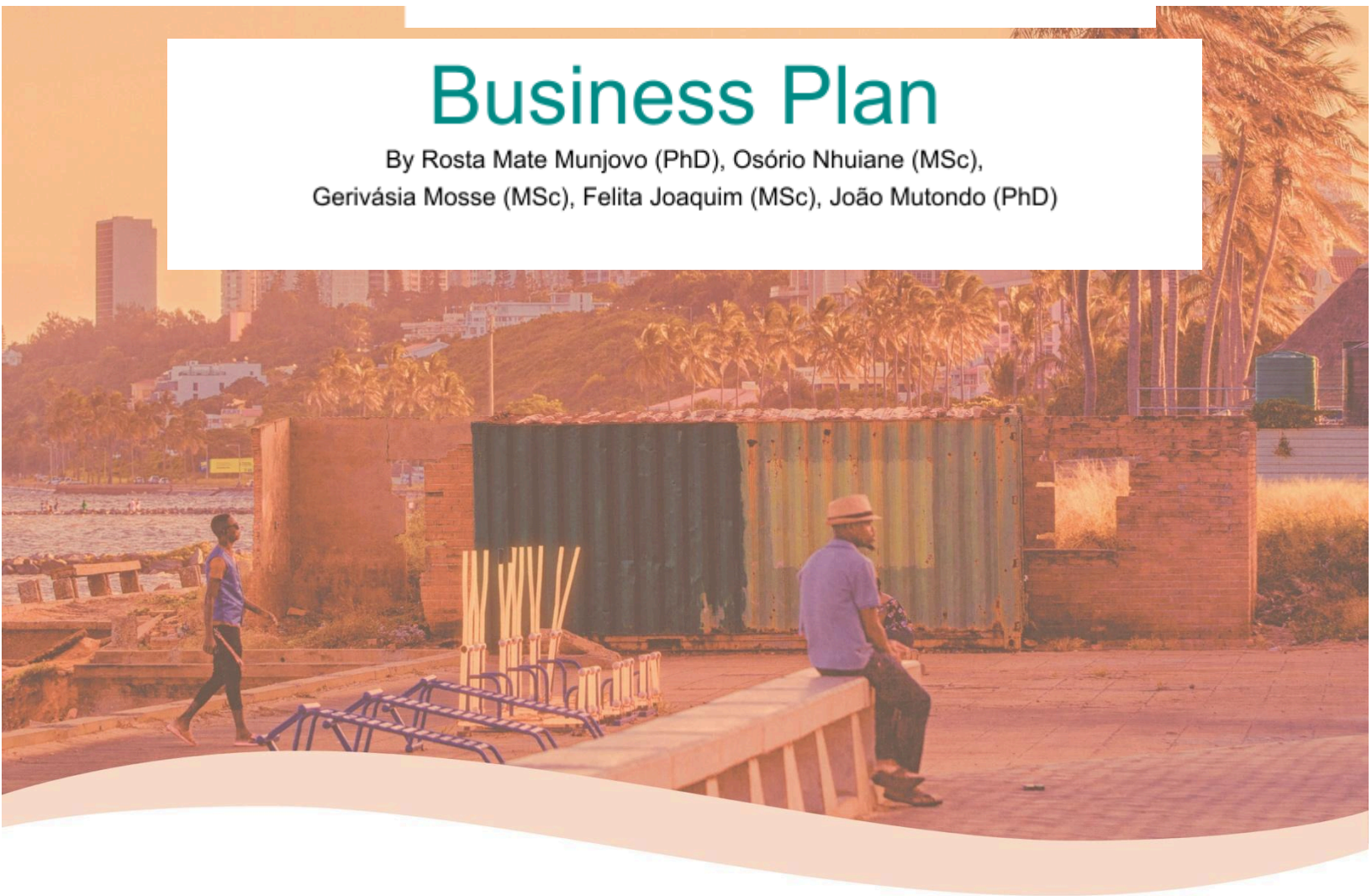


MOZAMBIQUE COMMUNITY BASED ADAPTATION FINANCE WORKING GROUP (ADAPTAcoMOZ)

*Advancing Subnational Capacity to Access Adaptation
Finance*

Business Plan

By Rosta Mate Munjovo (PhD), Osório Nhuiane (MSc),
Gerivásia Mosse (MSc), Felita Joaquim (MSc), João Mutondo (PhD)



Executive Summary

The Mozambique Community-based Adaptation Platform (ADAPTAcO MOZ) is a specialized think tank established within Eduardo Mondlane University's (UEM) Research Chair on Ecosystem-Based Adaptation in Arid and Semi-Arid Zones (ESORCCAS). ADAPTAcO MOZ operationalizes the science-policy engagement pillar of the Research Chair, aligned with UEM's Strategic Plan 2018-2028, serving as the operational arm of ESORCCAS's Work Package 4 (WP4). The think tank bridges the critical gap between scientific research and practical implementation of climate adaptation strategies, with a primary focus on strengthening subnational capacity to access and effectively utilize climate adaptation finance.

Our vision is to become Mozambique's leading center of excellence in climate adaptation finance, recognized for enabling effective, inclusive, and sustainable climate resilience building at the subnational level. ADAPTAcO MOZ's mission is to accelerate climate adaptation action in Mozambique by strengthening institutional capacity, facilitating access to climate finance, and ensuring evidence-based decision-making at all levels of government, with particular focus on subnational level.

ADAPTAcO MOZ is institutionally positioned as a central-level subunit of the Research Chair at UEM, with daily management at the Faculty of Agronomy and Forestry Engineering (FAEF), assisted by the Center of Studies in Agriculture and Natural Resources (CEAGRE) for administrative and financial management support. This strategic positioning creates significant institutional advantages, leveraging the Research Chair's established academic reputation and institutional infrastructure while providing access to a diverse research team with varied expertise.

The think tank has established four key strategic goals: i) strengthening ADAPTAcMoZ institutional arrangements and members technical capacity in adaptation finance; ii) developing climate change and climate finance products and services to the Government and other interested parties; iii) delivering comprehensive capacity building programs (short courses in various themes around adaptation action and finance, and input to climate curriculums); and iv) providing technical assistance in accessing and implementing climate finance. Over the five-year period from 2025-2030, ADAPTAcMoZ aims: i) to train 500 government officials in climate finance, proposal development, methodology for developing local adaptation plans, ii) conduct 2 workshops annually to engage policymakers, scientists, and project beneficiaries, iii) facilitate access to climate adaptation funding to at least 2 subnational Governments in Mozambique through 2 funding proposal development, and establish a sustainable revenue model through diversified funding streams for the TT.

This business plan outlines ADAPTAcMoZ's operational framework, service offerings, market positioning, partnership strategy, and sustainability mechanisms for 2025–2030

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List of Abbreviations

CEAGRE	Centre for Agriculture and Natural Resource Studies
CEFLOMA	Agroforestry Center of Machipanda
CE-FSN	Center of Excellence in Agri-Food Systems and Nutrition
ENABEL	Belgium Development Agency
ESORCCAS	Oliver Tambo African Research Chair on Ecosystem-Based Adaptation in Arid and Semi-Arid Zones, Mozambique
FAEF	Faculty of Agronomy and Forestry Engineering
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization of the United Nations
INGD	National Institute of Disaster Management
IWEGA	International center for governance and water economics
LUCCC	Least Developed Countries Universities Consortium on Climate Change
MADER	Ministry of Agriculture and Rural Development
MTA	Ministry of Land and Environment
ADAPTAcoMOZ	Mozambique Community-based Adaptation Platform
NAP	National Adaptation Plan
TT	Think Tank
PPA	Provincial Adaptation Plan
PLA	Local Adaptation Plan
UEM	Eduardo Mondlane University



Introduction

1.1. ADAPTAcO MOZ Overview and Vision

ADAPTAcO MOZ is a flagship initiative of the Least Developed Countries Universities Consortium on Climate Change (LUCCC), established under the LDC University Leadership for Catalyzing Climate Adaptation Finance project (UNI-LEAD). Operating as an integral component of the Research Chair on Ecosystem-Based Adaptation in Arid and Semi-Arid Zones (ESORCCAS) within the Eduardo Mondlane University (UEM), ADAPTAcO MOZ serves as the operational bridge between research and implementation, translating scientific findings into actionable policies and programs. The think tank's establishment responds to critical gaps identified in Mozambique's Nationally Determined Contribution (NDC) implementation, including limited capacity in determining climate-induced losses and appropriate response measures, weak project development capacity for climate finance access, insufficient technical capacity for monitoring, reporting, and verification, and inadequate management and dissemination of research outcomes.

ESORCCAS has four interconnected work packages that provide the research foundation for ADAPTAcO MOZ's activities. WP1 focuses on interactions between climate and ecosystems, WP2 examines human systems in formal and informal institutions, WP3 addresses resource use patterns for ecosystem services provision, and WP4 integrates social and ecological systems. ADAPTAcO MOZ is strategically positioned within WP4, which emphasizes science-policy engagement with key outcomes including policy recommendations for decision-makers, decision support systems for local communities, enhanced capacity for climate adaptation collaboration, and knowledge sharing by researchers at national and international levels.

Vision: To become Mozambique's leading center of excellence in climate adaptation finance, recognized for enabling effective, inclusive, and sustainable climate resilience building at the subnational level.

Mission: To accelerate climate adaptation in Mozambique by strengthening institutional capacity, facilitating access to climate finance, and ensuring evidence-based decision-making at all levels of government, with particular focus on subnational entities.

ADAPTAcO MOZ's strategic framework centers on four key pillars that complement ESORCCAS's research agenda. The first pillar, Knowledge Translation and Capacity

Building, focuses on converting complex research findings into practical adaptation strategies for implementation by various stakeholders. The second pillar, Policy Influence and Advocacy, involves providing evidence-based recommendations to support national and local adaptation planning processes. The third pillar, Stakeholder Engagement and Networking, creates platforms for meaningful dialogue between researchers, policymakers, and communities. The five pillar, Implementation Support, offers technical assistance for adaptation projects and monitoring effectiveness.

The think tank has established four strategic goals with specific outcomes for each. The first goal aims to strengthen ADAPTAcoMOZ institutional arrangements and member capacity through establishing robust operational systems, maintaining a functional reference group at UEM, mapping capacity needs, identifying partners for knowledge sharing, building core team expertise, and establishing a quality assurance framework. The second goal focuses on developing climate change and climate finance products and services by creating training materials and resources in Portuguese, delivering technical products to stakeholders, and launching an online learning platform. The third goal involves delivering capacity building programs through preparing training plans, mapping beneficiaries, and organizing training sessions for target groups. The fourth goal emphasizes providing technical assistance in accessing and implementing climate finance through annual science-policy dialogues, support for climate funding access, assistance with adaptation instruments, help with adaptation planning at all governance levels, and support for monitoring adaptation projects. These strategic goals and outcomes are further detailed in Table 1.

Table 1. ADAPTAcoMOZ’ strategic goals and outcomes

STRATEGIC GOAL	OUTCOME
<p>1: Strengthen the capacity of ADAPTAcoMOZ institutional arrangements and members</p>	<p>1.1: Establish institutional arrangements for the science policy platform and robust operational systems by Q2 2025</p> <p>1.2: Establish and maintain the functionality of the TT at UEM</p> <p>1.3: Map the capacity needs and technical products or services of the TT</p>

	<p>1.4: Map and liaise with the TT partners, precisely individuals and institutions for knowledge sharing, mentorship, and technical (human resources) and material (facilities) support.</p> <p>1.5: Build core team expertise through targeted capacity development: Training the UEM TT members as trainers (ToT) on:</p> <ul style="list-style-type: none"> ● Gender and Youth inclusion; ● Climate finance and funding mechanisms; ● Project management and implementation of the adaptation projects; ● Design of bankable projects to access adaptation funding mechanisms <p>1.6: Establish quality assurance framework by Q4 2025</p>
<p>2: Develop climate change and climate finance products and services</p>	<p>2.1: Develop (in Portuguese) the climate change and climate finance training, short course and dialogue materials such as PowerPoints, booklets, records and guidelines related to the training packages (gender and youth inclusion, climate finance and funding mechanism, design of bankable projects, ecosystem-based adaptation interventions and climate related-investments).</p> <p>2.2: Deliver the technical TT products and services produced to the interested parties (government, civil society and private sector)</p> <p>2.3: Launch online learning platform by Q1 2026</p>
<p>3: Delivery of capacity building</p>	<p>3.1: Prepare the training plans and marketing to the wider stakeholders</p> <p>3.2: Map the specific beneficiaries of the trainings, short course, holidays course, and dialogues in government, civil society and private sector;</p>

	<p>3.3: Organize the training sessions, webinars, and workshops to deliver the training (basic climate change, climate adaptation concepts, adaptation finance architecture, gender and social inclusion, development of PLAs.) and undertake the dialogue with the target groups of the government, civil society and private sector operating at national, provincial and district levels</p>
<p>4: Provide technical assistance in accessing and implementing climate finance</p>	<p>4.1: Deliver an annual science-policy dialogue on climate finance with policy makers (State and non-state actors) to reflect about the country's adaptation issues;</p> <p>4.2: Provide technical assistance and mentorship to the government entities, youth and women groups on climate-related investment, identification of adaptation funding sources (e.g., GCF, GEF, AF), elaboration of concept notes and project proposals as well as application of tenders to access funding for adaptation;</p> <p>4.3: Provide technical support to the government and agencies engaged in the preparation and implementation of the key adaptation instruments (e.g., NAP-Readiness plan, NAP 3, anticipatory action plans) in the country;</p> <p>4.4: Provide assistance and advice during the preparation/update of the main documents (national, provincial and local adaptation plans) for climate action in the country at the various levels of action;</p> <p>4.5: Provide support during the monitoring and evaluation process of climate adaptation projects implemented by the government and the private sector</p>

During its pilot phase (2024–2025) under the UNI-LEAD Project, ADAPTAcoMOZ has already achieved significant milestones, including enhancing methodology for local and provincial adaptation plans, establishing strategic partnerships with key government ministries and stakeholders, piloting training programs for technical staff involved in adaptation planning, and integrating gender and youth perspectives into climate adaptation planning processes.

II.

ADAPTAcO MOZ Positioning at ESORCCAS Research Chair

The process of establishing the think-tank ADAPTAcO MOZ involved Internal University Consultations, from Faculty members from Faculty of Agronomy and Forest Engineering (where the Research Chair is hosted), partners from University, the Faculty of Sciences and CEAGRE, to Government (Directorate of Climate Change at former Ministry of Land and Environment, Climate finance Unit at former Ministry of Economy and Finance, Inter-ministerial group in Climate Change (GIMMC). After rounds of virtual and face to face discussion meetings, the decision was therefore taken in inclusive manner to embed the TT within the university architecture, with the Research Chair ESORCCAS (Figure 1) identified as the best entry point, which will also allow amplifying the impact of the Chair.

To ensure that the strategic goals of the TT responded to the needs of the Government and other actors, two consultation seminars were conducted with participation of the Climate Change Inter-ministerial Group coordinated by the former Ministry of Land and Environment. Priority areas for climate finance technical assistance were identified, and pilot actions carried out to address climate finance needs for provincial and local adaptation priorities. This includes ongoing support to elaborate local adaptation plans.

ADAPTAcO MOZ therefore integrated within the ESORCCAS structure, specifically positioned under Work Package 4 (WP4) (Figure 1). This strategic positioning allows the think tank to leverage existing university resources while maintaining specialized focus on climate adaptation finance. ADAPTAcO MOZ collaborates with several university entities, including the Center of Excellence in Agri-Food Systems and Nutrition, Center for Disaster Management Studies, Faculty of Science, Faculty of Education, and Faculty of Arts and Social Sciences.

ADAPTAcO MOZ aims to position itself as Science-Policy Engagement platform (Outcome 3 of the research chair), i.e. a technical resource for adaptation actions at local, district, and national levels, and to serve as a platform for the production and dissemination of knowledge on financing climate adaptation and mitigation, loss and damage, gender and social inclusion, provision of short-term training on preparing proposals, supporting elaboration of guidelines for local and provincial adaptation plans, monitoring adaptation and mitigation actions, promotion of policy-science dialogue and strengthen links between environment, energy and agriculture.

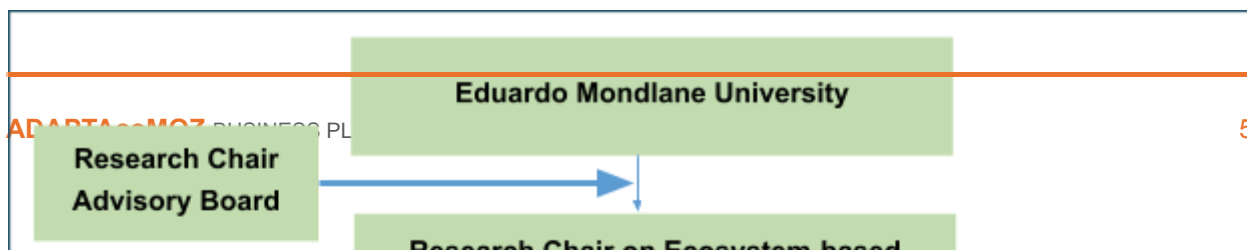


Figure 1: ADAPTAcoMOZ' position at ESORCCAS Research Chair

2.1. Scope of ESORCCAS

ESORCCAS has four work packages (WPs) with focus on interactions between natural (climate and ecosystem interactions – WP1) and social (human systems in formal and informal institutions: WP2), resource use patterns for the provision of ecosystem services (WP3), and the integration of the social and ecological systems including the technologies used to obtain the provision of ecosystem services (WP4), as diagram below:

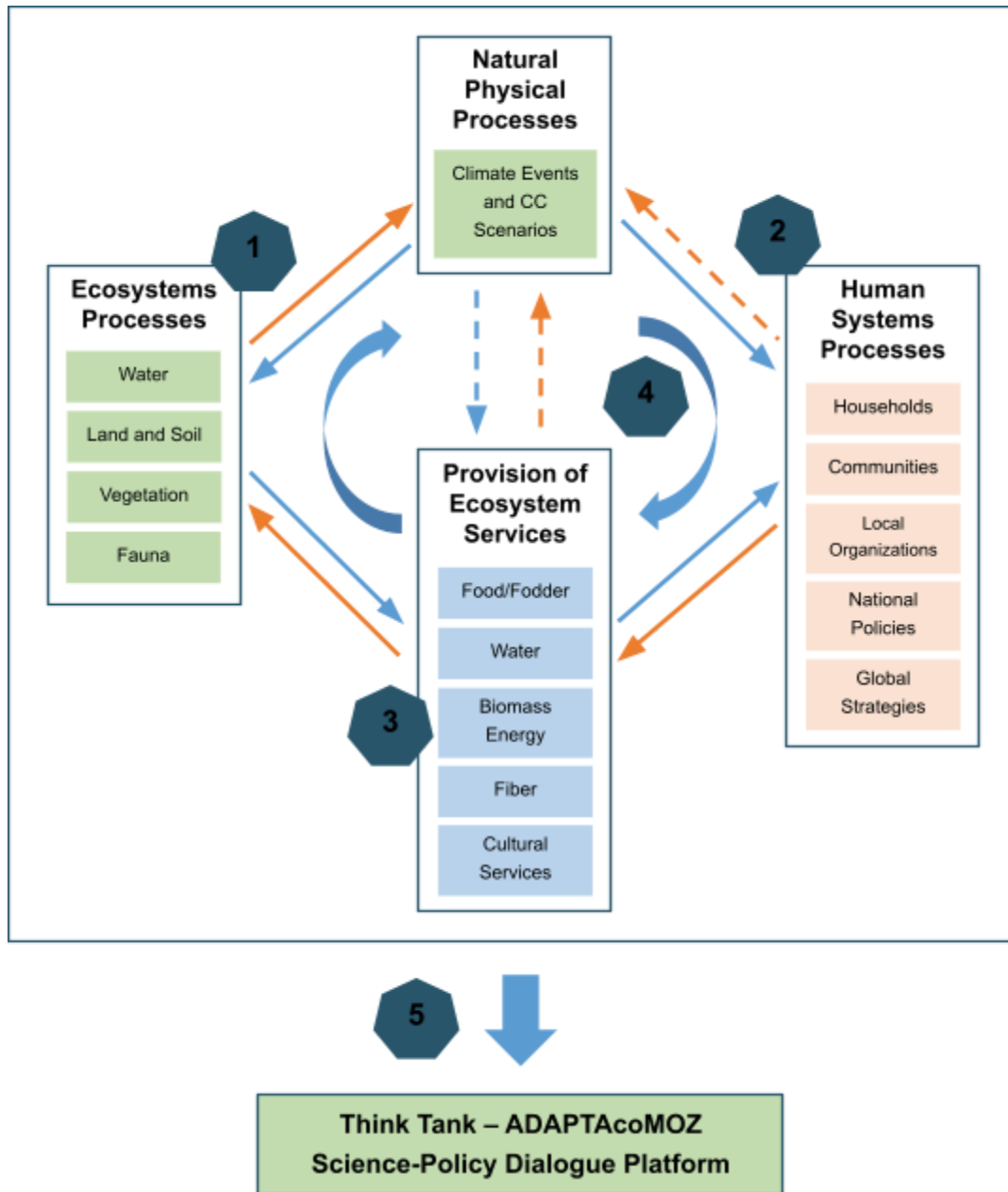


Figure 2. ESORCCAS Work Packages, with the new TT package

WP1 focuses on understanding the dynamics of climate vulnerability in the social and ecological system of the arid and semi-arid region; WP2: understanding the social dynamics (e.g. gender and local institutions) in the adaptation process; WP3: exploring technological adaptation options to cope with climate adversity; WP4: political-scientific engagement and influencing the decision-making process. The WP4 dialogue and political-scientific engagement includes disseminating the results of the other work packages of the Research Chair to stakeholders in country. This dissemination function complements well the key roles of the TT (consisting of fostering collaboration, enabling information sharing and the transfer of innovative policies, promotion of constructive and interdisciplinary dialogue, collaborative analysis on policy issues, and knowledge-based institutional support to policymakers and civil society representatives). Among the expected key outcomes of the WP4 are:

- (i) Policy recommendations on interventions for decision-makers.
- (ii) Decision-support system for local communities to make decisions when conditions change; and
- (iii) Science-Policy engagement to strengthen:
 - Capacity to collaborate with institutions working on climate change adaptation (Climate Finance Unit of Mozambique, UNFCCC, INGD);
 - Capacity of students to engage with scientific community and policy-makers; and
 - Knowledge sharing by young researchers at international level.

2.2. ADAPTAcoMOZ organizational Structure and Staff

ADAPTAcoMOZ has positioned itself to support the government through National Directorate of Environment and Climate Change (former (former National Directorate of Climate Change), at the Ministry of Agriculture, Environment and Fisheries, former Ministry of Land and Environment (MTA) to design bankable projects to mobilize funding for implementation of adaptation action and improve the lives of potential beneficiaries.

ADAPTAcoMOZ operates under a clear governance structure, with the ESORCCAS Advisory Board serving as ADAPTAcoMOZ's highest decision-making body on strategic matters. Chaired by the UEM Academic Vice Rector, the board of ADAPTAcoMOZ is composed by the following:

- Research Chair holder
- Scientific Director
- Director of Communication and Marketing Center
- General Director of the National Investment Fund
- National Climate Change Director
- Limpopo District Administrator
- Representatives from partner institutions
- Work package coordinators, and
- A student representative.

Table 2. Advisory board members

Nr.	MEMBERS	ROLES
1	Board Advisory Council	Counseling and Approvals
1.1	Vice Rector	President of Advisory Board - Process approval and endorsement
1.2	Scientific Director	
1.3	Research Chair (ESORCCAS)	Chair management and TT approvals and advise

1.4	ESORCCAS WP4/ TT Coordinator	ADAPTAcO MOZ coordination
1.5	Government representative (central level)	National Director of Climate Change, - ADAPTAcO MOZ-Government liason and entry point to influence the policy makers in decisions based on scientific decisions
1.6	Government representative (Provincial level)	Governor to be selected to integrate. ADAPTAcO MOZ-Government liason and entry point to influence the policy makers in decisions based on scientific decisions, increasing capacity of provincial level in climate action
1.7	Government representative (District level)	Administrator of Mabalane District - ADAPTAcO MOZ-Government liason and entry point to influence the policy makers in decisions based on scientific decisions, increasing capacity of District level in climate action
1.8	Private Sector, NGOs	Experience exchange and support to find financing, promote private sector role in adaptation
1.9	ACADEMIA	Technical support and scientific evidence-based policy recommendations and technical support
1.10	Civil Society representative (women)	Support in advocacy about climate change adaptation, civil society, women and youth perceptions, interest and improving their participation in decision making
1.11	Women organization representative	
1.12	Youth organization representative	
1.13	ESORCCAS WP1-4 coordinators/ TT Coordinator	ADAPTAcO MOZ coordination, Research and policy engagement

The selection of the representatives of the Government was by consensus among target districts of the ESORCCAS, Limpopo area districts of Gaza Province. Technical packages were initiated based on their expertise for the different work packages. Women lead climate related NGOs, was selected based on its track record on climate agenda work, specially innovation for climate adaptation linking women. Students receive monthly stipendium, and resources to cover research needs based on approved plan. For Technical team, no salary is paid, but costs for performance of activities is covered. When funding exists, members will be remunerated based on task or deliverables assigned and formal contract.

To ensure inclusive representation, ADAPTAcOMOZ is in the process of adding representatives from provincial government, youth organizations, and women's groups (Annex 3), maintaining at least 50% gender balance in all activities and technical positions.

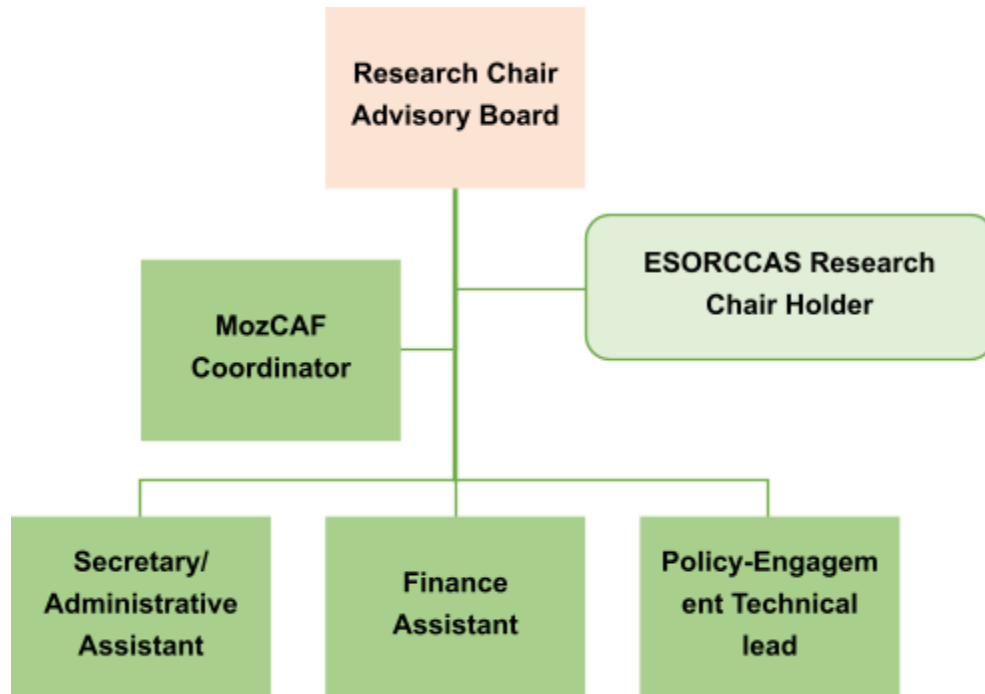
The ESORCCAS Board Advisory Committee (according to number 4 of the Advisory Board Regulation¹) is the highest decision-making body on strategic matters of research, training and advocacy of the think-tank. The selection of each member was based on their role in Government (representative at certain level). For the District and Provincial representatives, selection was through vote. Decision are made by consensus of participating members. Activity plans prepared by the ADAPTAcOMOZ will be submitted to the board advisory committee for approval and guidance. Reporting will be done twice a year, in regular advisory board sessions.

The regulations of the Chair's Advisory Committee (CAC) and composition can be found in Annex 1 and 2. Since the CAC regulations foresee the inclusion of guests at meetings, in sessions, one representative from the youth platforms, one from the women's platforms and one representative of the civil society will be invited, while review of the CAC membership is discussed as new cycle of the Chair plan is designed. The youth representative will be voted by the youth climate change platform and other youth organization that were consulted (list the annex 2). The youth climate change platform was created under past university (UEM) engagement efforts with Save the Children. The Civil Society member's selection is based on three criteria: engagement in climate change and gender, length of experience, and involvement in projects concerning women and climate change.

The Advisory Board of the Research Chair will be adopted as ADAPTAcOMOZ's Advisory board, with inclusion of representatives of additional stakeholders not covered at the moment such as provincial representative, youth and women organizations. The board meeting that formalizes the Think Tank took place 10th April, and decision captured in

¹ Conselho Aconselhamento da Cátedra "Board Advisory Council" of the Research Chair

shared minutes, stating Think Tank as the pillar 5 of the research chair. Currently in the pilot phase, the coordination between the ADAPTAcoMOZ sub-team and the Research Chair is



made through regular coordination meetings for alignment of steps to be taken and activity implementation. Joint planning sessions will be adopted as ESORCCAS chair defined functioning norm to further strengthen institutional alignment and operationalizing Think Tank.

Figure 3. ADAPTAcoMOZ organogram

As seen in Figure 3, ADAPTAcoMOZ structure includes:

- Research Chair Advisory Board
- Research Chair holder, who oversee daily management of the Research Chair activities and ADAPTAcoMOZ
- A Coordinator who oversees operations and serves as WP4 coordinator, reporting to the Research Chair holder
- A Policy-Engagement Technical Lead who identifies financing opportunities and leads science-policy engagement,

- Secretary / Administrative assistant, the same as already existing in the ESORCCAS Chair structure. Provides the administrative and logistical support to ADAPTAcMoZ
- Financial management supported by CEAGRE.

The hiring process for staffing will be through public selection process, where all interested individuals and institutions can participate. The University will ensure working conditions for their staff, and for external compensation will be considered according to funding availability. The funding will arise from fee based services performed by the ADAPTAcMoZ. The salary scale is as defined under CEAGRE, see annex 4.

2.3 Financial and administrative management

The think tank's financial and administrative processes leverage existing university structures, with administrative and financial management provided by CEAGRE, communication support from UEM Center of Communication and Marketing, financial processes following established institutional procedures, and annual audits ensuring financial transparency and accountability.

The establishment of ADAPTAcMoZ as a Think Tank is through UNIDO funding and activities supported under the UNI-LEAD small grant project. Looking beyond March 2025, ADAPTAcMoZ's financial sustainability will be enhanced through strategic integration with ESORCCAS's resource management systems. Functioning requirements will be adopted as the Research Chair, namely shared administrative and finance system, synchronized planning cycles, and joint resource mobilization efforts. The Think Tank will generate revenue through fee-based services, research grants, and technical assistance projects, while benefiting from ESORCCAS's and University institutional infrastructure. This integrated approach optimizes resource use while maintaining operational flexibility to respond to stakeholder needs. Implementation was engagement of different experts through deliverable based approach, for the delivery of services and products under the small grants project. For the consolidation stage, from year 3 to the ADAPTAcMoZ standardized procedures, clear performance metrics, and regular impact assessments should be defined and put in place.

Furthermore, ADAPTAcMoZ aims to contribute to mitigating gaps in the implementation of the NDC in the knowledge technologies component, namely weak capacities surrounding: i) determining the costs of climate-induced losses and the commensurate response measures, as well as little research and investigation into the manifestation of climate change; ii) developing projects to compete for available climate financing; iii) monitoring,

reporting and verification (MRV), especially adaptation actions; iv) management and dissemination of the results of studies and projects.

CEAGRE will support the administrative and financial management of think-tank processes. CEAGRE is a unit of the Faculty of Agronomy and Forestry Engineering endowed with scientific, administrative and financial autonomy in relation to its own resources, which constitute a regulatory instrument for the organization and functioning of the Centre, subject to modification whenever conditions require. The financial and administrative norms of the faculty are subordinate to the statutes of UEM (Functioning regulation of CEAGRE). Communication activities will be done by the UEM Center of Communication and Marketing through various tools and mediums including videos, newsletters, the faculty webpage, and youth platform events.

All financial management will also follow the institution's established norms. Administrative and Financial Management of CEAGRE is responsible for a) Providing legal and documentary support for the think-tank activities; and b) Ensuring administrative and financial compliance and support with institutional reporting.

All financial processes will be submitted by the think-tank coordinator to the Research Chair (ESORCCAS) for approval, after which they shall be elevated to the Deputy Dean for Administration, and finally to the Faculty Dean. An annual audit of think-tank funds and activities will be ensured and shared at all university levels. The contracting of products and services necessary for the execution of ADAPTAcOMOZ activities will be based on the institutional procedures that govern UEM, since it is housed in a public institution. In terms of publishing services and updating activities on the Research Chair (ESORCCAS) webpage, designing and sharing TT leaflets, a large team of experts at university level through the Communication and Marketing Center (CECOMA) and UEM Computer Center (CIEUM) are at the disposal of ADAPTAcOMOZ. In addition to financial support, CEAGRE is nationally recognized for the quality support and assistance provided in the field of agriculture, climate change adaptation, mitigation and climate finance.

ADAPTAcOMOZ will work collaboratively with other UEM Research Centers (including the Center of Excellence in Agro-food Systems and Nutrition, Disaster Management Center) and UEM faculties (Faculty of Science, Faculty of Education, Faculty of Arts and Social Science). To function smoothly, ADAPTAcOMOZ needs financial management and facilities to operate in. To this end, financial management support has been provided by the Centre for Agriculture and Natural Resource Studies (CEAGRE), while the facilities (particularly a fully equipped office) of the Faculty of Agronomy and Forestry Engineering (FAEF) are being used. The target beneficiaries of the ADAPTAcOMOZ work are the government entities, the private sector, and civil society.

III.

Products or Services and Policy Alignment

Investment Plan for the Agrarian Sector s2022–2026 (PNISA II), the National Adaptation Plan (NAP), and Nationally Determined Contribution (NDC) implementation. These services address Mozambique's projected climate challenges as identified in the Country Climate and Development Report (CCDR, 2023), which estimates that \$37.2 billion in investments is needed by 2030 to achieve climate resilience. The products and services described in this business plan build on activities undertaken during the pilot-establishment phase of the think-tank. During that phase, much of ADAPTAcO MOZ's focus was on strengthening the endogenous capacity of LUCCC university members through the establishment of the think-tank as a reference group on adaptation financing, and on strengthening provincial-level adaptation planning. This focus on provincial adaptation planning is ultimately intended to help provincial governments to develop stronger adaptation planning capacities, to develop transferable lessons to other provincial governments, all with the long-term goal of developing strong and fundable climate finance concept notes.

The climate adaptation finance market in Mozambique is characterized by growing demand for adaptation funding, limited technical capacity at the subnational level, increasing donor focus on local adaptation, and strong government commitment to climate action. ADAPTAcO MOZ faces competition from international consulting firms, NGO technical assistance programs, and independent consultants, but has distinct competitive advantages including university backing and credibility, local expertise and presence, an integrated research-practice approach, and a focus on capacity building.

ADAPTAcO MOZ offers unique value through its technical excellence, interdisciplinary approach, institutional integration, and comprehensive service portfolio. The think tank demonstrates exceptional technical prowess through developing science-based local adaptation planning methodologies, creating comprehensive climate finance analyses, establishing effective knowledge-sharing processes, and contributing to Provincial Local Adaptation guideline refinement.

The think tank's institutional strength lies in leveraging partnerships with government entities, international organizations, and civil society while fostering collaboration between UEM centers of excellence and faculties. Rather than promoting internal competition, ADAPTAcO MOZ explores the synergies between university units and engages students at all academic levels for long-term sustainability. Its comprehensive service portfolio encompasses climate adaptation and policy analysis, project design and implementation,

monitoring and evaluation expertise, capacity building and knowledge transfer, gender and youth inclusion, and political-scientific dialogue promotion.

ADAPTAcOMOZ offers a comprehensive portfolio of services that directly applies ESORCCAS's research objectives, such as: i) Policy Analysis and Development, ii) Training and Capacity Building Services, iii) Technical Assistance (fee-based services), and iv) Knowledge Products.

The think tank's services are designed to address the specific needs of various stakeholders while leveraging the scientific foundation provided by the Research Chair. In the area of **Policy Analysis and Development**, ADAPTAcOMOZ provides adaptation policy review services that analyze national and subnational policies through a climate adaptation lens. The rationale for strengthening provincial adaptation planning relates to bridging the significant capacity gap that exists between Central and District levels, with a particular focus on strengthening capacity to access adaptation financing mechanisms for provincial entities, which are currently neglected or excluded. The think tank also offers:

- Policy harmonization assistance to align sectoral policies with climate adaptation goals,
- Support in developing policy briefs with concise, evidence-based recommendations for policymakers, and
- Regulatory framework assessment services to evaluate existing regulations that impact climate adaptation efforts.

ADAPTAcOMOZ's **Training and Capacity Building services** include comprehensive climate finance training programs focused on accessing adaptation finance mechanisms. The think tank also provides:

- Training on integrating gender and youth perspectives in adaptation planning,
- Project development workshops that offer hands-on sessions for developing bankable adaptation projects, and
- Support for universities and training institutions in developing curriculum content related to climate adaptation.

The climate finance training that ADAPTAcOMOZ undertook during the pilot phase has provided a strong foundation to build on and tailor to the national context during the maturation phase of the think-tank.

The Technical Assistance (fee-based services) category encompasses support for concept note development to create fundable climate adaptation proposals, assistance in establishing strong climate rationales for project proposals, expert evaluation services for adaptation project proposals, and development of monitoring and evaluation frameworks for adaptation projects. These services directly address the capacity gaps identified in Mozambique's NDC implementation.

ADAPTAcO MOZ also produces various **Knowledge Products**, including adaptation case studies that document successful initiatives, implementation guides with practical information for adaptation project implementation, comprehensive mapping of available climate finance sources through climate finance landscape analysis, and evaluation of appropriate technologies for local contexts through adaptation technology assessments.

ADAPTAcO MOZ's main focus areas include climate change adaptation its nexus with conservation, water, energy, Land Use, Land Use Change, and Forests (LULUCF), agriculture; gender and social equity; disaster risk management and loss & damage; and climate finance. These diverse focus areas reflect the broad expertise within UEM that can be utilized in the service of the think-tank's core function of engaging the government on climate adaptation and finance. These areas of sectoral expertise will be complemented with expertise within the think-tank to advise governments on developing local adaptation plans, provincial adaptation plans, policy briefs, lesson learned and best practices, facilitation of knowledge exchange among stakeholders, and provision of consultancy services to enhance the ability of national and sub-national institutions to navigate climate finance opportunities.

Building on the experiences gained through the establishment phase of the think-tank, ADAPTAcO MOZ is well positioned to work with government and other stakeholders to develop strategies of financing in terms of mitigation and adaptation to climate change. There is a range of financing aimed at climate change for countries like Mozambique that are quite vulnerable in their capacity to adapt. The main clients will be the government for policy alignment; public and private sectors for training; NGOs for concept notes elaboration in terms of adaptation for climate change, and universities for curriculum review related to adaptation to climate change.

3.1 ADAPTAcoMOZ Contribution to Mozambique's NDC and NAP priorities

The climate action framework in Mozambique is anchored by two key implementation pillars: NDC Implementation Support and NAP Implementation.

The NDC Implementation Support focuses on three critical areas. First, it addresses technical assistance needs, which involve specialized support to help the country achieve its climate commitments. Second, it encompasses capacity building requirements to strengthen institutional and human resources capabilities across different sectors and levels of government. Third, it includes project development support to help transform climate goals into concrete, implementable initiatives to build resilience.

The NAP Implementation component concentrates on three essential elements. Local adaptation planning forms the foundation, ensuring that climate adaptation strategies are tailored to specific community needs and local contexts. This is complemented by sectoral integration, which ensures that climate adaptation is mainstreamed across different sectors of the economy. Finally, monitoring and evaluation mechanisms are established to track progress, assess effectiveness, and enable adaptive management of climate actions.

Together, these two pillars create a comprehensive framework that bridges national climate commitments with local adaptation needs, while ensuring effective implementation through proper technical support, capacity development, and robust monitoring systems. This integrated approach helps Mozambique build resilience to climate change while working towards its national climate goals. ADAPTAcoMOZ can contribute to NDC and NAP priorities through several strategic interventions to mention: Policy Support and Technical Assistance, Capacity Building for Climate Finance, Sectoral Integration, Stakeholder Engagement, Knowledge Management and Learning, and Technology Transfer.

Table 3. TT Contribution to National and Local Adaptation Priorities

POLICY SUPPORT AND TECHNICAL ASSISTANCE	CAPACITY BUILDING FOR CLIMATE FINANCE	SECTORAL INTEGRATION
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<ul style="list-style-type: none"> ● Support implementation of NAP through evidence-based inputs from Chair ESORCCAS research ● Provide technical assistance for NDC sectoral adaptation plans (similar to provided under the Small Grants) ● Help translate national climate commitments into local action plans ● Assist in developing bankable adaptation projects aligned with NDC priorities 	<ul style="list-style-type: none"> ● Train government officials on accessing climate finance mechanisms (GCF, AF, LDCF) ● Support development of project proposals meeting international standards ● Build capacity for climate finance readiness at provincial/district levels ● Strengthen monitoring and reporting capabilities for adaptation projects 	<ul style="list-style-type: none"> ● Support mainstreaming adaptation in key NDC sectors (agriculture, water, energy) ● Develop sector-specific adaptation guidelines based on ESORCCAS research ● Facilitate cross-sectoral coordination for adaptation planning ● Promote ecosystem-based approaches across sectors
<p>STAKEHOLDER ENGAGEMENT</p>	<p>KNOWLEDGE MANAGEMENT AND LEARNING</p>	<p>TECHNOLOGY TRANSFER</p>
<ul style="list-style-type: none"> ● Coordinate multi-stakeholder dialogues on adaptation priorities ● Support provincial and local adaptation planning processes ● Engage private sector in adaptation initiatives ● Strengthen civil society participation in adaptation planning 	<ul style="list-style-type: none"> ● Document adaptation best practices and lessons learned ● Create knowledge products supporting NDC/NAP implementation ● Facilitate learning exchanges between stakeholders ● Monitor and evaluate adaptation interventions 	<ul style="list-style-type: none"> ● Identify appropriate adaptation technologies from ESORCCAS research ● Support technology needs assessments ● Facilitate technology transfer partnerships ● Build local capacity for technology adoption

IV. Market Analysis & Strategy

ADAPTAcO MOZ's marketing strategy targets specific market segments with tailored services and communication channels. For government stakeholders, the think tank offers policy analysis, technical assistance, and capacity building services delivered through direct engagement, policy briefs, and training workshops. Development partners are offered project development, implementation support, and M&E services through partnership meetings, proposal development, and joint programs. For civil society through Youth and Women organization groups, capacity building in climate change to increase awareness into climate issues, particularly into adaptation issues. Civil society organization limitedly participate in the policy document elaboration and setting of targets. Through ADAPTAcO MOZ will be possible to fill the capacity gap through seminars, training sessions and peer to peer learning sessions for specific themes. Capacity needs assessments seminar demonstrated that youth and women's organizations have convergent actions in climate agenda, creating an environment conducive to strategic collaborations with UEM. The main challenges include: lack of financing, limited technical training, misinformation and gender inequalities. Mitigation could be done through training, technical support and assistance in project management. The private sector receives risk assessment, adaptation planning, and technical support services through industry forums, consulting services, and training programs.

The marketing implementation strategy is divided into three phases. The launch phase in Year 1 focuses on service portfolio development, website launch, and initial stakeholder mapping. The growth phase in Years 2-3 emphasizes service expansion, case study development, and partnership building. The consolidation phase in Years 4-5 centers on service optimization, market expansion, and revenue diversification.

ADAPTAcO MOZ utilizes multiple marketing channels to reach its target audiences. These include direct outreach through personalized emails, seminars, and informational materials for key stakeholders; digital presence through a dedicated section on the ESORCCAS platform and regular features in UEM publications; active participation in professional networks and climate change forums; strategic dissemination of knowledge products including research findings and best practices; and regular stakeholder workshops to showcase expertise and services.

The think tank's marketing success will be measured using several metrics, including client engagement levels and repeat business, service delivery quality and client satisfaction, revenue generation and financial sustainability, partnership development and network

expansion, and knowledge product uptake and citation in policy documents. A detailed marketing and communication plan will be developed in alignment with UEM's communication strategy and Communication center (CECOMA).



Competitive Analysis indicates that country's service direct Competitors as international consulting firms, NGO technical assistance programs and Independent consultants. As mentioned earlier, ADAPTAcOMOZ's competitive advantage is derived from i) University backing and credibility; ii) local expertise and presence; iii) integrated research-practice approach; and iv) ADAPTAcOMOZ focus on capacity building. ADAPTAcOMOZ's market positioning is strengthened by its integration within Work Package 4 of ESORCCAS Research Chair, allowing it to directly translate research findings into marketable services while addressing critical adaptation needs in Mozambique, particularly in the subnational level. ADAPTAcOMOZ offers unique value through its direct access to ESORCCAS research across all four work packages; integration of ecosystem-based adaptation approaches in policy support; strong academic foundation combined with practical implementation expertise, established network of researchers and practitioners across disciplines, and capacity to bridge local and national adaptation priorities, through engagement in the development of local and provincial adaptation plans, lessons learnt, and contribution to methodological improvements. This market positioning enables ADAPTAcOMOZ to serve as a crucial link between ESORCCAS's research outputs and practical adaptation needs while building sustainable revenue streams through diversified services and partnerships. In terms of Market Leadership ADAPTAcOMOZ aims to:

- Become the preferred technical partner for provincial governments by 2026
- Establish recognition as leading climate finance think tank in Mozambique
- Build strong international partnerships

4.1 Value proposition and SWOT analysis

ADAPTAcoMOZ has established itself as a unique and valuable player in Mozambique's climate adaptation landscape, demonstrating significant value to government stakeholders at national, provincial, and local levels. Its distinctive position stems from a proven track record in providing technical expertise for accessing climate finance and implementing adaptation initiatives.

The organization demonstrates exceptional technical prowess through developing science-based local adaptation planning methodologies, creating comprehensive climate finance analyses for Mozambique, establishing effective knowledge-sharing processes, and contributing to the refinement of Provincial Local Adaptation guidelines. Their interdisciplinary approach seamlessly integrates climate science with policy analysis, combines research with actionable strategies, and develops context-specific solutions through collaborative stakeholder engagement that ensures recommendations are both scientifically sound and practically implementable.

The institution's strength lies in its strategic integration within broader networks, leveraging partnerships with government entities, international organizations, and civil society while fostering collaboration between UEM centers of excellence and faculties. Rather than promoting internal competition, they harness synergies between university units and engage students at various academic levels to ensure long-term sustainability. Their comprehensive service portfolio encompasses climate adaptation, policy analysis, project design and implementation, monitoring and evaluation, capacity building, gender and youth inclusion, and the promotion of political-scientific dialogue.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">• ADAPTAcoMOZ is firmly integrated within the Research Chair (ECORCCAS) at the University (UEM). Being in that position allows the TT to serve as an operational bridge between research and implementation.• ECORCCAS provides the research foundation upon which ADAPTAcoMOZ can influence science-policy engagement.• UEM has a well-established University reputation and is a strategic partner to Government.	<ul style="list-style-type: none">• No internal funding for the TT from the university during the consolidation phase.• Shrinkage of staff during the consolidation phase resulting in a lower performance and loss of institutional memory relative to the UNI-LEAD inception/inaugural phase of the

<ul style="list-style-type: none"> ● Think Tank connection with the UEM partners opens opportunities to leverage support to the Government. ● ADAPTAcoMOZ has visibly positioned itself quite well to provide value to the government’s NAP and NDC priorities as the think-tank matures and consolidates. ● ADAPTAcoMOZ is innovative and pioneer initiative for science-policy dialogue in the country ● ADAPTAcoMOZ has a well-developed strategy for engaging women and youth that is based on their active engagement in the UNI-LEAD inaugural phase of the TT’s establishment ● ADAPTAcoMOZ is receiving significant in-kind support from the university. CEAGRE will support administrative and financial management, communications support, the FAEF will provide office space, and functional integration with ECORCCAS resource management systems. ● A lot of potential partnerships and new funding sources were identified through the business plan. ● Highly interdisciplinary team. 	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ● Building on the inaugural phase, ADAPTAcoMOZ’s business plan has a well-articulated strategy for engaging the government on NDC and NAP priorities that could offer potential funding/service provision avenues for the TT. ● The significant recruitment/engagement of women and youth (and CSOs more generally) within the TT sphere could create new sources of demand for services, from society and from funders. ● ADAPTAcoMOZ is part of the Climate Change Adaptation Reference Group at the Ministry of Agriculture, Environment and Fisheries through Department of Adaptation, which offers significant opportunities to be aligned with and connect to various donors and projects. ● The business plan identifies a number of training opportunities that can generate revenue. 	<ul style="list-style-type: none"> ● Commercial consulting firms that compete on ADAPTAcoMOZ’s turf. ● Lack of new funding sources contributes to a decline in forward momentum of the TT during its consolidation phase.

4.2 Marketing Strategy

The ADAPTAcO MOZ's marketing strategy centers on advertising and customer relations. Our advertising leverages targeted email campaigns and website content to connect with potential clients seeking climate adaptation services. These communications highlight ADAPTAcO MOZ's evidence-based solutions and their direct application to client needs.

In customer relations, ADAPTAcO MOZ hosts strategic in-person events for institutions that could benefit from our climate adaptation expertise. These events facilitate meaningful relationships while showcasing our capabilities. That will require the plan to develop and use a detailed communications plan to guide marketing and outreach in Section 5.

As a key differentiator, ADAPTAcO MOZ harnesses ESORCCAS's research excellence to deliver scientifically-grounded climate adaptation services. UEM excel at transforming academic research into actionable solutions that maintain scientific integrity.

Table 4. TT Target Markets and Services

MARKET SEGMENT	KEY SERVICES	PRIMARY CHANNELS
Government	<ul style="list-style-type: none"> ● Policy analysis ● Technical assistance ● Capacity building 	<ul style="list-style-type: none"> ● Direct engagement ● Policy briefs ● Training workshops
Development Partners	<ul style="list-style-type: none"> ● Project development ● Implementation support ● M&E services 	<ul style="list-style-type: none"> ● Partnership meetings ● Proposal development ● Joint programs
Private Sector	<ul style="list-style-type: none"> ● Risk assessment ● Adaptation planning 	<ul style="list-style-type: none"> ● Consulting services
	<ul style="list-style-type: none"> ● Technical support 	<ul style="list-style-type: none"> ● Training programs

Development of the webpage of ADAPTAcO MOZ under the University website will be done by June 2025. A detailed and clear communication plan to guide the marketing and outreach will be developed by September 2025 in alignment with UEM's communication strategy and Communication center (CECOMA).

Partnerships and Expansion

ADAPTAcóMOZ leverages existing ESORCCAS partnerships while developing new strategic relationships across government, academic, civil society, and international sectors. The think tank maintains partnerships with government entities including the Ministry of Agriculture, Environment and Fisheries, National Institute of Disaster Management, Ministry of Agriculture and Rural Development, and District Government. Academic collaborations include relationships with the University of Cape Town, University of Pretoria, University of Namibia, and Instituto Superior Politécnico de Gaza.

ADAPTAcóMOZ is also developing new partnerships with provincial governments, the University of Maryland Baltimore County, women's and youth organizations, UNIDO, and START International. The think tank will organize targeted face-to-face meetings and interactive workshops to formally present its objectives and priority areas to potential partners. These engagements will facilitate detailed discussions on collaboration mechanisms and funding opportunities.

The think tank leverages its participation in the Climate Change Adaptation Reference Group at the Ministry of Environment to connect with various donors and projects. A payment-for-service system will be established based on CEAGRE's existing fee scale, complemented by project proposals and competitive bidding for government and donor service requests.

ADAPTAcóMOZ complements other university centers through collaboration with the Centre of Studies in Disasters (under creation), integration with INGD on disaster risk reduction and loss and damage, and alignment with UEM's Centre of Excellence in Agri-Food Systems and Nutrition. These synergies enable the think tank to offer comprehensive services across the climate adaptation spectrum while optimizing resource utilization and avoiding duplication of efforts.

5.1 Potential government and funder partnerships

The think-tank has a governmental partnership with Ministry of Land and Environment (MTA) through the National Directorate of Environment. With the Government structure change, MTA became the new Ministry of Agriculture, Environment and Fisheries. A new process to explore the possibility of signing a Memorandum of Understanding (MoU) will be started early March, as soon as the new ministerial organograms are released.

ADAPTAcO MOZ also intends to explore an MoU with new Climate Finance Unit at the new Ministry of Planning and Development, or MPD (ex- Ministry of Economy and Finance). Other potential partners to sign MoUs with are: The Institute for Disaster Risk Management (INGD), Belgium Agency (ENABEL) and The Food and Agriculture Organization (FAO), International Union for the Conservation of Nature (IUCN), World Wildlife Fund (WWF), and BIOFUND.

To strengthen the involvement of CSOs (with a particular focus on women and youth), partnerships are being negotiated with Women and Youth Organization, Youth Coalition on Climate change through its associate organization “Organização para o Desenvolvimento Infantil” (ODEI). Also, the university and faculty have MoUs with different institutions that the think-tank can explore as potential partners or clients for future collaborations. These include the Ministry of Coordination of Environmental and Climate Action, the Ministry of Agriculture, Environment and Fisheries – MAAP, (former Ministry of Land and Environment - MTA), through National Directorate of Environment and Climate Change (former National Directorate of Climate Change- DMC). To maximize funding opportunities, strategic partnerships will be established with diverse stakeholders. The ADAPTAcO MOZ Technical Team (TT) will organize targeted face-to-face meetings and interactive workshops to formally present its objectives and priority areas. These in-person engagements will ensure clear communication of the TT's vision and facilitate detailed discussions on potential collaboration mechanisms. Through these forums, partners can identify specific areas where they can contribute their expertise and resources, while also exploring various funding streams. This direct engagement approach will help build strong relationships, ensure mutual understanding, and create concrete pathways for partnership development.

ADAPTAcO MOZ is now part of the Climate Change Adaptation Reference Group at the Ministry of Environment, which offers significant opportunities to be aligned with and connect to various donors and projects. A representative of the TT participates in the meetings and the Small Grant Project has been registered in the list of Adaptation projects in Mozambique. The NDC institutional arrangement includes the ACDEMIA, and UEM has been through members of different units represented. As the National Directorate of Environment and Climate Change (that joins together National Directorate of Climate Change and National Directorate of Environment) is the central level representative of the Government in the TT advisory board, they formulated verbally invitation for the TT to be part of the members of the adaptation reference group, previously coordinated by National Directorate of Climate Change. Furthermore, the University signed the MoU with the so-called National Directorate of Environment to manage the Knowledge management center for Ecosystem Based adaptation component. That provides a unique opportunity for the TT to support the Knowledge management Center activities, through its members.

A payment-for-service system will be established and will be made based on the CEAGRE table which already provides for payment by level. Project proposal and bidding for service requests by Government and donors in Mozambique will be a central part of the sustainability strategy.

Potential partners in terms of funding sources, such as grants, donations, fee-for-service arrangements, and partnerships will be done with international institutions, and entities associated with the university's existing MoUs. The University foresees, through a memorandum of understanding, cooperation with other institutions to obtain or compete for funding opportunities.

It is important to assess the nature of the relationships with potential funders or partners to determine whether they already exist or need to be initiated. For example, existing connections with partners like the MTA could be further developed, while relationships with new partners should begin by building trust and aligning mutual interests. This may include formal presentations, workshops, face-to-face meetings, and detailed reports outlining the ADAPTAcoMOZ objectives and areas of focus. Internal capacity gaps that might hinder collaboration with identified partners will be addressed. Limitations such as a lack of qualified personnel, technical expertise, or infrastructure need to be identified and resolved. Potential solutions could involve forming strategic partnerships, investing in capacity-building initiatives.

VI. Financial Plan

ADAPTAcO MOZ's financial strategy is built on diversified revenue streams to ensure sustainable operations. Advisory services are projected to be the largest revenue stream, reaching \$550,000 by 2029. Training programs show consistent growth and are expected to generate \$450,000 by 2029. Research grants maintain a stable contribution of \$225,000 annually by 2029.

The Think Tank (TT) ADAPTAcO MOZ's has been established with the support of UNIDO in conjunction with UNI-LEAD project funds. In this establishment phase, the main TT expenses related to the production of the normative instruments and functioning of the TT, initial engagement of TT partners and beneficiaries, mapping of training and intervention needs and priorities, and production of training materials are being funded. During this establishment period, all the roots of the TT will be set up, with only a few operating costs related to staff fees and office materials being necessary for the TT continuation. Given that TT is integrated into the Research Chair (ESORCCAS) and will operate within the Facilities of the Faculty of Agronomy and Forest Engineering (FAEF), FAEF therefore has essential items for TT's operation, providing equipped offices and internet. There is no need for additional investment in the purchase or rental of such facilities to ensure the TT's continued operation, which has resulted in the TT's fixed costs being somehow reduced. To ensure the operational costs related to the salaries of the TT technical and support team, a large part of the team will be engaged in the non-permanent employee model, where their support will only be needed to support the training programmes or participate in specific ADAPTAcO MOZ planning and advisory meetings, and delivery of tasks to clients.

The TT's permanent team to ensure the basic functioning of the TT will be as figure 3 above, consisting on TT coordinator, 1 technical lead (permanent for ADAPTAcO MOZ), finance and administrative assistants (ESORCCAS supported to assist ADAPTAcO MOZ).

The core teams should be permanent employees to ensure salaries are supplemented when needed. For the current model, all core staff are UEM employees (the TT coordinator is a lecturer and researcher at the Faculty, the TT assistant is a PhD student and researcher at the Faculty and the financial assistant is CEAGRE's financial officer) and are engaged in other activities at the level of the TT's host Faculty. Their salaries are therefore not necessarily dependent on the TT, with the TT only having to ensure payments of modest honoraria for additional work burden.

To obtain funds to support the TT's operating costs (office supplies, fees for permanent staff and collaborators), fees will be charged for participation in the training courses offered by ADAPTAcOMOZ TT. ADAPTAcOMOZ will design projects to mobilize funding from national and international sources (e.g., GEF small grants, LDCF, GEF Trust Fund, UNEP) to ensure the continued functioning TT and Research Chair, which are all strongly committed to the climate change adaptation agenda.

Capacity Building Programs

Climate Finance Fundamentals, GESI	Duration: 5 days Target: Provincial government officials Cost: \$1,000 per participant
Project Development for Climate Finance	Duration: 10 days Target: Technical staff from government and NGOs Cost: \$2,000 per participant
Adaptation Planning and Implementation	Duration: 3 days Target: Local government officials Cost: \$750 per participant

Technical Advisory Services

Project Concept Development	Customized support for developing bankable projects Fee structure: Based on project size and complexity
Climate Finance Strategy Development	Institutional assessment Strategy development Implementation support Fee structure: Daily rate basis

Monitoring and	System design
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The think tank's operational costs are minimized through integration with existing university infrastructure. Staff costs cover a core team that includes a coordinator and technical lead. ESORCCAS will cover the costs of administrative assistant and financial officers. Facility costs are reduced by leveraging FAEF's existing equipped offices and internet infrastructure. Administrative support is provided through CEAGRE and existing university systems.

VII. Sustainability

ADAPTAcO MOZ's long-term sustainability is anchored in active engagement with government and society through continuous dialogue with stakeholders working on the adaptation agenda. The think tank leverages UEM's 20+ years of established relationships with key actors and strengthens historic ties between the university and stakeholders from government, civil society, and private sector. These relationships provide a foundation for ongoing collaboration and resource mobilization. Institutional integration enhances ADAPTAcO MOZ's sustainability through strategic positioning within UEM's structure. The think tank's integration within ESORCCAS's Work Package 4, alignment with university's strategic priorities, complementary role to existing university units, and support from UEM leadership all contribute to its institutional stability and longevity.

ADAPTAcO MOZ's long-term sustainability is anchored in active engagement with government and society through continuous dialogue with stakeholders working on the adaptation agenda. The think tank leverages UEM's 20+ years of established relationships with key actors and strengthens historic ties between the university and stakeholders from government, civil society, and private sector. ADAPTAcO MOZ demonstrates value to partners and the university by addressing specific gaps in the adaptation agenda, promoting constructive and interdisciplinary dialogue, fostering collaboration and knowledge sharing, and providing evidence-based support to policymakers. This value demonstration is essential for maintaining stakeholder engagement and support over the long term.

Financial stability is secured through diversified funding sources including grants, donations, and fee-for-service arrangements. ADAPTAcO MOZ will charge fees for training programs and technical services, develop projects to mobilize funding from national and international sources, establish strategic partnerships with funding organizations (as well as government, universities, NGOs, and the private sector), and leverage UEM's existing financial management systems through CEAGRE.

Efficient and transparent financial management and integration with university core financial structures ensure responsible stewardship of resources. The integration with university structures significantly reduces the overhead costs that would typically be associated with establishing an independent think tank, allowing more resources to be directed toward programmatic activities.

ADAPTAcO MOZ implements robust feedback mechanisms including regular internal and external evaluations, stakeholder surveys, performance reviews, annual audit reports

capturing administrative and financial performance, and bi-annual review and adjustment of organizational structure. Results of the assessments will be discussed in the board meeting and decisions made on how to adjust the strategic and operational strategy of the TT. These mechanisms allow the think tank to continuously improve its operations and services based on stakeholder input and performance data, as indicated in the table below. The metrics will be developed by October 2025 when activity plan for 2026 of the ESORSCCAS will be prepared to be submitted to the advisory board for approval. There is still a need to align the indicators with the research outputs of the work packages 1 to 4.

Table 5. Monitoring and evaluation plan

MECHANISM	FREQUENCY	RESPONSIBLE PARTIES	INDICATORS
Internal Evaluations/ Performance Reviews	Quarterly	Think Tank Coordinator, ESORCCAS Chair Holder	Activity completion rates (assessment of results vs planned activities) Research output quality and quantity Budget adherence/ mobilization status Staff productivity metrics
	Bi-annual	Advisory Board	Progress report, Research Chair priorities Adaptability to emerging opportunities
Stakeholder Surveys	Semi-annual	Engagement Technical Lead	Stakeholder satisfaction scores TT & Perceived relevance ratings (1-5 scale Accessibility of research outputs (google surveys or Kobo toolbox) Nr and usefulness of knowledge products

Financial Audits	Annual comprehensive audit; Quarterly financial reviews	UEM Financial Department with external auditor	Audit report focusing on: Budget utilization rates, Financial sustainability metrics (funding and cost recovery)
Knowledge Management System	Continuous collection; Monthly analysis	Technical lead, WP coordinators in coordination of the Centre of Knowledge management	Knowledge utilization rates Research-to-policy timeline metrics Cross-disciplinary collaboration statistics Knowledge product development efficiency
Adaptation Success Metrics	Annual impact assessment	Technical engagement lead and WP coordinators	Policy adoption rates, Knowledge products Community resilience improvement metrics Climate adaptation implementation rates Vulnerability reduction measurements
Community Engagement Assessment	Semi-annual	TT coordinator & Technical engagement lead	Community participation rates Local knowledge integration metrics Adaptation solution adoption rates Community feedback satisfaction scores (community consultation) Inclusive participation metrics (gender and vulnerable)

The think tank maintains flexibility through regular review and adjustment of structures and processes, international partnerships and knowledge exchange, responsive organizational design, and environmental scanning for strategic adaptation. This adaptability ensures that ADAPTAcoMOZ can respond effectively to changing circumstances and emerging opportunities in the climate adaptation landscape.

VIII. Conclusion

- ADAPTAcoMOZ represents a strategic investment in Mozambique's climate resilience future. By bridging the gap between scientific research and practical implementation, ADAPTAcoMOZ will strengthen subnational capacity to access and effectively utilize climate adaptation finance.
- Through its integrated approach combining technical excellence, interdisciplinary methods, institutional integration, and comprehensive services, ADAPTAcoMOZ is positioned to become Mozambique's leading center of excellence in climate adaptation finance by 2030.
- The successful implementation of this business plan will enable ADAPTAcoMOZ to make a significant contribution to Mozambique's climate adaptation efforts, ultimately enhancing the country's resilience to climate change impacts while supporting sustainable development goals.

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Annexes



Annex 1. ESORCCAS/ ADAPTAcoMOZ Advisory Board Regulation (english translation)

REGULATION OF THE CHAIR ADVISORY COMMITTEE (CAC)

Article 1

(Object)

1. This Regulation aims to establish the organization, attributions, and functioning of the Advisory Committee of the Oliver Tambo Chair on Ecosystem-Based Climate Change Adaptation in Arid and Semi-Arid Zones (ESORCAS).
2. ESORCAS is one of the 10 chairs on the African continent financed by the Oliver and Adelaide Tambo Foundation, implemented through a contract between Eduardo Mondlane University (UEM) and the National Research Fund (FNI).

Article 2

(Denomination and Nature) The Chair Advisory Committee (CAC) is an organic unit subordinate to the Rector's Office of UEM, for the purposes of monitoring implementation, advising, and supporting the achievement of the objectives and results of the Oliver Tambo Chair.

Article 3

(Functions) The Advisory Committee has the following functions:

- a) Provide general guidance on the strategic direction and management of the project to ensure the normal functioning of the Chair in accordance with the contract between UEM and FNI;
- b) Review and approve the project work plans and budgets and advise the Chair team for their proper execution;
- c) Review and evaluate the progress of the Chair and provide recommendations to overcome identified implementation challenges and ensure research result quality;
- d) Make the official request for no-cost extension of the Chair contract, if necessary;

- e) Discuss and review approaches to improve the sustainability of environmental and social benefits and the replication of activities during the implementation period;
- f) Inform the development of the contract closure strategy aimed at ensuring the sustainability of the Chair's activities;
- g) Support the process of preparing co-financing reports in accordance with FNI requirements by sharing necessary information about co-financing initiatives;
- h) Support the mid-term review and terminal evaluation process of the contract by sharing key information and providing necessary comments;
- i) Review or monitor the management plan established by the Chair team to carry forward the recommendations resulting from the research;
- j) Advise on appropriate mechanisms to strengthen interaction with the private sector and maintain engagement with target communities;
- k) Review the extent and effectiveness of stakeholder involvement and facilitate cooperation, particularly among different government sectors that have an interest or impact on ground-based activities; and,
- l) Ensure the dissemination of information about the Chair, lessons learned, and best practices.

Article 4 (Composition)

1. The Advisory Committee is composed of:

- a) Academic Vice-Rector, President
- b) Chair Holder
- c) Scientific Director (UEM)
- d) Director of Communication and Marketing Center (UEM)
- e) General Director of the National Investment Fund (FNI)
- f) National Director of Climate Change (MTA)
- g) Limpopo District Administrator
- h) Representative of the University of Pretoria (International Partner)
- i) Representative of the Gaza Polytechnic Institute (National Partner)
- j) Project Manager (DFIN)
- k) Work Package Coordinators
- l) Student Representative
- m) Secretariat
- n) Invited Guests

The mandate of CAC members is 5 years, except for the student representative, which is 2 years.

Article 5

(President's Attributions) The Academic Vice-Rector presides over the CAC, and for this purpose must:

- a) Convene CAC meetings; b) Declare the opening and closing of each CAC meeting; and
- c) Submit the meeting agenda for approval by CAC members.

Article 6

(CAC Members' Attributions) The duties of CAC members are:

- a) Participate in Committee meetings, offering opinions on matters under discussion;
- b) Ensure total engagement of the organization they represent in the Chair's activities;
- c) Propose issues for discussion to the CAC.

Article 7

(Secretariat)

1. The CAC Council is assisted by a Secretariat designated by the body, upon proposal by the Chair Holder;
2. The Secretary's responsibilities include drafting meeting minutes, submitting them for approval, organizing documentation, and assisting the President as determined;
3. The CAC Secretary is responsible, among other things, for:
 - a) Supporting the body in the exercise of its activities; b) Secretary and maintaining an organized record of deliberations, resolutions, minutes, summaries, and other acts of the body; c) Internally disseminating plans, programs, reports, calls, and deliberations of the body; d) Regularly instructing the Secretariat work team about the functioning, activity programs, agendas, Council deliberations, and reports; and e) Exercising other inherent tasks, or those assigned by competent bodies, within the scope of its activities.

Article 8
(Organization and Functioning)

1. The CAC is presided over by the Academic Vice-Rector of Eduardo Mondlane University. The Academic Vice-Rector may delegate the CAC presidency to the Scientific Director whenever necessary.
2. CAC deliberations are approved by a majority (75%) of its members present in work sessions.
3. The CAC meets once a year, with extraordinary meetings able to be called: a) Based on a common decision taken during a CAC meeting; b) By the CAC President; or c) At the request of the Chair Holder.
4. CAC sessions will take place in Maputo City or in the Chair's study area (Limpopo Corridor).

Article 9
(Meeting Agenda)

1. Calls for ordinary or extraordinary CAC sessions are signed by the President and must be issued at least fifteen days in advance.
2. The meeting agenda is proposed by the secretariat and Chair Holder and approved by the CAC;
3. The agenda is subsequently sent to its members by any available means in accordance with the established deadlines;
4. The agenda for each ordinary meeting must include: a) The minutes of the previous meeting b) The activity report for the previous period c) The proposed activity plan for the next period and its respective financial coverage d) Proposal of date and location for the next meeting e) Any other documents necessary to inform the planned discussion
5. The agenda for extraordinary sessions consists only of the matters for which they are convened;
6. In each meeting, the CAC approves a summary or report including opinions and comments, as well as decisions taken;

7. The meeting summary or report is distributed to members within 30 days after its completion through available means.

Article 10
(Expenses)

1. Expenses arising from CAC members' participation in their meetings are the full responsibility of the Project.

Article 11
(Amendments)

The CAC regulations can be amended at any time upon a substantiated proposal from CAC members.

Article 12
(Doubts and Omissions)

It is the Rector's responsibility to interpret doubts and integrate gaps and omitted cases that arise from the application of these regulations, by means of a dispatch.

Annex 2. List of Youth and Women Organizations engaged in TT pilot phase

ORDER	NAME OF THE ORGANIZATION	NAME OF THE ORGANIZATION REPRESENTATIVE	ENGAGED PHASE/ACTIVITY
Youth organizations			
1.	Associação para a Promoção da Educação em Moçambique - <i>Association for Education Promotion in Mozambique (APEMO)</i>	Mr. Capece de Jesus Tomás.	Women and Youth consultation meeting
2.	Organização para o Desenvolvimento e Educação Infantil – <i>Organization for Development and Education of Children (ODEI)</i>	Mr. Culpa Francisco	<ul style="list-style-type: none"> • Women and Youth consultation meeting • Concept note elaboration meeting
3.	Associação Consciente Sociedade - <i>Aware Society Association (ACS)</i>	Mrs. Chesede Manuel Mrs. Altina Mahesse Mr. Madger Rachid	Women and Youth consultation meeting
4.	Associação Guardiões da Sociedade - <i>Guardian of Society Association (AGS)</i>	Mr. Lázaro J. Malusa Mrs. Dária Horácia	Women and Youth consultation meeting
5.	Associação Juvenil para o Desenvolvimento Comunitário - <i>Youth Association for Community Development (AJUPA)</i>	Mr. Rui Faduco	Women and Youth consultation meeting
6.	Associação Comunitária de Fortalecimento e Inclusão Social - <i>Community Association of Strengthening Social Inclusion (ACOFIS)</i>	Mr. Passura João	Women and Youth consultation meeting

7.	Associação Juvenil para o Desenvolvimento Comunitário - Youth Association for Community Development (AJUDAPEC)	Mr. Rui Faduco	Women and Youth consultation meeting
8.	Associação Moçambicana de Apoio aos Necessitados e Ambiente - Mozambican Association for Help of Needy People and Environment (AMANA)	Mr. Zabirol Malua	Women and Youth consultation meeting
9.	Associação Amigos para a Sociedade - Association of Environment Friends (APS)	Mr. Lameque Pedro	Women and Youth consultation meeting
10.	Associação para Promoção da Cidadania e Direitos do Ambiente - Association for the Promotion of Citizenship and Environmental Rights (APROCIDA)	Mr. Regino R. Comar	Concept note elaboration meeting
11.	Mar Moçambique - (MARMO)	Mr. Benedito Issa	Concept note elaboration meeting
Women organizations			
12.	Associação para a Transformação Rural - Association for Rural Transformation	Mrs. Carlota Fumo	Women and Youth consultation meeting
13.	Grupo para o desenvolvimento da Mulher de Rapariga (GDMR)	Mrs. Yolanda Mulhuini Mrs. Telmina Banzé	<ul style="list-style-type: none"> ● Women and Youth consultation meeting ● Concept note elaboration meeting

14.	Associação Hikone – Hikone Association	Mr. Olga Mutambe	Women and Youth consultation meeting
15.	Clube de apoio e Bem Estar - Support and Wellness Club (CABE)	Mrs. Maria Manuela Harilal	Women and Youth consultation meeting
16.	Associação moçambicana de Mulheres Paralegais de Tete - Mozambican Association of Paralegal Women of Tete (AMPUT)	Mrs. Maria Cussaia	Women and Youth consultation meeting
17.	Associação Isabel Jacopo – Isabel Jacopo Association	Mrs. Delfina Jacopo	Women and Youth consultation meeting
18.	Comité Ecuménico Para o Desenvolvimento Social - Ecumenical Committee for Social Development (CEDES)	Mrs. Talvina Manjate	Concept note elaboration meeting
19.	Aliança da Sociedade Civil contra Usurpação de Terra em Moçambique - (ASCUT)	Mrs. Silvania Nhaca	Concept note elaboration meeting

Annex 3. ADAPTAcoMOZ - CEAGRE salary scale (link from the drive)

Annex 4. ADAPTAcoMOZ technical TEAM during establishment-pilot Phase (2024–2025)

ORD.	NAME	GENDER	AGE	INSTITUTION
Gender: 12 Women and 14 Man				
1	Mr. Eduardo Baixo	Male	Adult	Ministry of Land and Environment
2	Mrs. Ana Cleta Chiangua	Female	Adult	Ministry of Economy and Finance
3	Mrs. Gerivasia Mosse	Female	Youth	UEM – Lecturer
4	Mrs. Felita Júlio	Female	Youth	UEM – Lecturer
5	Mr. João Mutondo	Male	Adult	UEM – Lecturer
6	Mrs. Natasha Ribeiro	Female	Adult	UEM – Lecturer
7	Mr. Alberto Mavume	Male	Adult	UEM – Lecturer
8	Mr. Gilberto Mahumane	Male	Adult	UEM – Lecturer
9	Mrs. Celsa Macandza	Female	Adult	UEM – Lecturer
10	Mrs. Carla Marina	Female	Adult	MTA
11	Mrs. Helena Manhiça	Female	Adult	UEM – Finance/Administrative
12	Mr. Jone Medja	Male	Youth	UEM – Lecturer
13	Mrs. Teodora Kaba	Female	Youth	UEM – Lecturer

14	Mrs. Lídia Jeremias	Female	Youth	UEM – Master's Students
15	Mrs. Alba Celeste	Female	Youth	UEM – PhD Student
16	Mrs. Sílvia Maússe	Female	Adult	UEM – Lecturer
17	Mr. Luís Artur	Male	Adult	UEM – Lecturer
18	Mr. Almeida Siteo	Male	Adult	UEM – Lecturer
19	Mr. Délcio Munissa	Male	Youth	UEM – Master's Students
20	Mr. Culpa Xavier	Male	Youth	ODEI – Youth organization
21	Mr. Noa Beca	Male	Youth	UEM – Master's student
22	Mrs. Yolanda Mulhuini	Female	Adult	GDMR – Women organization
23	Mr. Osório Nhiumane	Male	Youth	UEM – Researcher and PhD Student
24	Mr. Felisberto Afonso	Male	Adult	UEM – Lecturer
25	Mrs. Rosta Mate	Female	Adult	UEM – TT Coordinator
26	Mr. Adérito Machava	Male	Adult	UEM – Gender specialist

Annex 5. ADAPTAcoMOZ Technical and Involved TEAM members during establishment-pilot Phase (2024–2025)

Team of experts with relevant experience in different areas were engaged during the pilot phase to support the conceptualization of the creation of the TT within the University Structure and ESORCAS Research Chair, as well support development of technical and TT business plan and regulation. Total by gender and age.

No	NAME	GENDER	INSTITUTION/ORGANIZATION	AGE	ACTIVITY
1	Fernando Tavares	M	Ministry of Land and Environment	Adult	Elaboration of Local Adaptation Plan (LAP) of Mabalane District
2	Carla Marina	F	Ministry of Land and Environment	Adult	Elaboration of LAP of Mabalane
3	Elcideo Dengo	M	Ministry of Land and Environment	Adult	Elaboration of LAP of Mabalane
4	Alzido Macamo	M	Eduardo Mondlane University	Adult	Elaboration of LAP of Mabalane
5	Izilda Cumbe	F	Provincial Environmental Service – Gaza province	Youth	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop
6	Fernando Duvane	M	Provincial Directorate of Land Development and Environment – Gaza province	Adult	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop Elaboration of the concept note
7	Horácio Nhanchungue	M	Mabalane District secretariat	Adult	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop Elaboration of the concept note
8	Elsa Nhagumbe	F	Planning and Infrastructure sector - Mabalane District Government	Youth	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane;

					<ul style="list-style-type: none"> • Dialogue with different government levels (central, provincial and district)- workshop • Elaboration of the concept note
9	Bernardo Magombe	M	Health sector – Mabalane District Government	Youth	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop
10	José Macarringue	M	Agriculture sector - Mabalane District Government	Youth	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop
11	Esperança Matavel	F	Education sector - Mabalane District Government	Youth	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop
12	Francisco Manjate	M	Mabalane District secretariat	Adult	Elaboration of LAP of Mabalane
13	Fídel Mavie	M	Mabalane District secretariat	Youth	<ul style="list-style-type: none"> • Elaboration of LAP of Mabalane; • Dialogue with different government levels (central, provincial and district)- workshop
14	Ternêncio Mucavel	M	Planning and Infrastructure sector - Mabalane District Government	Youth	Elaboration of LAP of Mabalane
15	Elton Massingue	M	Agriculture sector - Mabalane District Government	Youth	Elaboration of LAP of Mabalane
16	Judite Natal	F	Agriculture sector - Mabalane District Government	Youth	Elaboration of LAP of Mabalane
17	João Siteo	M	Education sector - Mabalane District Government	Youth	Elaboration of LAP of Mabalane
18	Edmilson Massingue	M	Health sector – Mabalane District Government	Youth	Elaboration of LAP of Mabalane
19	Cláudio Quenhe	M	Ministry of Land and Environment	Adult	<ul style="list-style-type: none"> • Elaboration of PAP of Inhambane • Elaboration of the concept note

20	Rosalina Naife	F	Ministry of Land and Environment	Adult	Elaboration of PAP of Inhambane
21	Jone Medja	M	Eduardo Mondlane University	Youth	Elaboration of PAP of Inhambane
22	Sílvia Maússe	F	Eduardo Mondlane University	Adult	Elaboration of PAP of Inhambane
23	Jadwiga Massinga	F	Ministry of Land and Environment	Adult	Elaboration of PAP of Inhambane
24	Agostinho Fernando	M	Ministry of Land and Environment	Adult	<ul style="list-style-type: none"> • Elaboration of PAP of Inhambane • Elaboration of the concept note
25	Nordino Cadre	M	Provincial Directorate of Land Development and Environment – Inhambane province	Adult	Elaboration of PAP of Inhambane
26	Tiago Cherene	M	Provincial Environmental Service – Inhambane province	Adult	Elaboration of PAP of Inhambane
27	Afonsina Fernando	F	Provincial Environmental Service – Inhambane province	Adult	<ul style="list-style-type: none"> • Elaboration of PAP of Inhambane • Dialogue with different government levels (central, provincial and district)- workshop
28	Benildo Guambe	M	Metereological Service – Inhambane province	Adult	Elaboration of PAP of Inhambane
29	Dias Constantino	M	Water Regional Administration – Inhambane province	Adult	Elaboration of PAP of Inhambane
30	Gildo Carlos Siteo	M	Health Sector – Inhambane province	Adult	Elaboration of PAP of Inhambane
31	Humberto Dombe	M	Provincial Service of Economy and Finance – Inhambane province	Adult	<ul style="list-style-type: none"> • Elaboration of PAP of Inhambane • Dialogue with different government levels (central, provincial and district)- workshop
32	Jenebaio Nhanala	M	Provincial Directorate of Infrastructure and Public Buildings – Inhambane province	Adult	Elaboration of PAP of Inhambane

33	José Lichucha	M	Provincial Service of Economy and Finance – Inhambane province	Adult	Elaboration of PAP of Inhambane
34	Julião Machava	M	Provincial Directorate of Land Development and Environment – Inhambane province	Adult	<ul style="list-style-type: none"> • Elaboration of PAP of Inhambane • Dialogue with different government levels (central, provincial and district)- workshop
35	Leonel Guiamba	M	Provincial Service of Infrastructure – Inhambane province	Adult	Elaboration of PAP of Inhambane
36	Maurício Feniosse	M	National Institute for Management of Disaster Risks – Inhambane province	Adult	Elaboration of PAP of Inhambane
37	Nelson Zunguze	M	Provincial Directorate of Agriculture and Fisheries – Inhambane province	Adult	Elaboration of PAP of Inhambane
38	Oswaldo Massunda	M	Provincial Directorate of Industry and Trading – Inhambane province	Adult	Elaboration of PAP of Inhambane
39	Pascoal Lisboa	M	Provincial Environmental Service – Inhambane province	Adult	Elaboration of PAP of Inhambane
40	Ricardo Macuacua	M	Provincial Directorate of Gender, Child and Social Action – Inhambane province	Adult	Elaboration of PAP of Inhambane
41	Miguel Caca	M	Provincial Service of Economy and Finance – Inhambane province	Adult	Elaboration of PAP of Inhambane
42	Alcídio Samuel	M	Provincial Service of Economy and Finance – Inhambane province	Youth	Elaboration of PAP of Inhambane
43	Albina Nagenge	F	Agriculture sector – Government of Zavala District	Youth	Elaboration of PAP of Inhambane
44	Georgino Mariano	M	Agriculture sector – Government of Zavala District	Youth	Elaboration of PAP of Inhambane
45	Fenias Zefanias	M	Agriculture sector – Government of Panda District	Youth	Elaboration of PAP of Inhambane
46	Eugídio Carlos	M	Agriculture sector – Government of Panda District	Youth	Elaboration of PAP of Inhambane
47	Élcio Fernando	M	Agriculture sector – Government of Massinga District	Youth	<ul style="list-style-type: none"> • Elaboration of PAP of Inhambane

					<ul style="list-style-type: none"> Dialogue with different government levels (central, provincial and district)- workshop
48	Benigno Tio	M	Agriculture sector – Government of Massinga District	Youth	Elaboration of PAP of Inhambane
49	Capece de Jesus Tomás	M	Association for Education Promotion in Mozambique (APEMO)	Youth	Women and Youth engagement
50	Chesede Manuel	F	Aware Society Association (ACS)	Youth	Women and Youth engagement
51	Altina Mahesse	F	Aware Society Association (ACS)	Youth	Women and Youth engagement
52	Madger Rachid	M	Aware Society Association (ACS)	Youth	Women and Youth engagement
53	Lázaro J. Malusa	M	Guardian of Society Association (AGS)	Youth	Women and Youth engagement
54	Dária Horácia	F	Guardian of Society Association (AGS)	Youth	Women and Youth engagement
55	Rui Faduco	M	Youth Association for Community Development (AJUPA)	Youth	Women and Youth engagement
56	Passura João	M	Community Association of Strengthening Social Inclusion (ACOFIS)	Youth	Women and Youth engagement
57	Carlota Fumo	F	Association for Rural Transformation (ATR)	Adult	Women and Youth engagement
58	Zabiro Malua	M	Mozambican Association for Help of Needy People and Environment (AMANA)	Youth	Women and Youth engagement
59	Delfina Jacopo	F	Isabel Jacop Association	Youth	Women and Youth engagement
60	Lameque Pedro	M	Association of Environment Friends (APS)	Youth	Women and Youth engagement
61	Milena Demane	F	Ministry of Land and Environment	Youth	Dialogue with different government levels (central, provincial and district)- workshop
62	Cinthia Nhamussua	F	Ministry of Land and Environment	Youth	Dialogue with different government levels (central, provincial and district)- workshop
63	Dulcidio Pires	M	Agriculture sector – Government of Panda District	Adult	Dialogue with different government levels (central,

					provincial and district)-workshop
64	Flódia Bila	F	Ministry of Land and Environment	Youth	Dialogue with different government levels (central, provincial and district)-workshop
65	Rosália Pedro	F	Ministry of Land and Environment	Adult	Dialogue with different government levels (central, provincial and district)-workshop
66	Eduardo Baixo	M	Ministry of Land and Environment	Adult	Dialogue with different government levels (central, provincial and district)-workshop
67	Myriam Sekkat	F	Ministry of Land and Environment	Adult	Dialogue with different government levels (central, provincial and district)-workshop
68	Benedito Issa	M	Mar Moçambique - (MARMO)	Youth	Elaboration of the concept note
69	Regino R. Comar	M	Association for the Promotion of Citizenship and Environmental Rights (APROCIDA)	Youth	Elaboration of the concept note
70	Telmina Banzé	F	Group for the development of the Girl's Woman (GDMR)	Youth	Elaboration of the concept note
71	Olga Mutambe	F	Associação Hikone – Hikone Association	Adult	Elaboration of the concept note
72	Maria Manuela Harilal	F	Support and Wellness Club (CABE)	Youth	Elaboration of the concept note
73	Maria Cussaia	F	Mozambican Association of Paralegal Women of Tete (AMPUT)	Adult	Elaboration of the concept note
74	Talvina Manjate	F	Group for the development of the Girl's Woman (GDMR)	Youth	Elaboration of the concept note
75	Silvania Nhaca	F	Civil Society Alliance against Land Grabbing in Mozambique (ASCUT)	Youth	Elaboration of the concept note