



STRATEGIC PLAN

Inspiring and driving actions to protect human rights, strengthen democracy, and promote justice

2025-2030

Protect, Connect, Inspire, and Empower

Maputo, October 2025

Endorsement and Call to Action – A Foreword by Emeritus Professor Mohamed Salih

It is with deep conviction that I endorse the Centre for Democracy and Human Rights Strategic Plan 2025–2030. This is more than a document: it is a pledge – a clear-eyed, practical and ambitious roadmap from an organisation that has moved from promise to proven impact. CDD now stands as a national force for rights, justice and democratic renewal in Mozambique.

Our reach – from Maputo to Gaza and Pemba, and through district monitors, paralegals and Youth Hubs – is a strategic advantage. Equally important is the investment CDD has made in governance, technical capacity and partnerships. This Plan welds that credibility to a programmatic vision that pairs grassroots delivery with strategic advocacy, research and alliances capable of scaling impact.

We write in a moment of real risk and real possibility. Institutional capture, enclave economies, insecurity and climate shocks threaten progress and deepen injustice. Yet these same pressures sharpen our purpose. The Strategic Framework answers the moment with adaptive risk management, rigorous monitoring and a relentless focus on institutionalisation – because short-term outputs are not enough; we must secure long-term systems that embed rights and opportunity.

My endorsement is a direct call to action. To donors: fund robust M&E, long-term consolidation and strategic scaling. To government partners: partner transparently and enforce the rule of law. To civil society and communities: hold us and others to account, and bring local voice into national decisions. To the private sector: commit to responsible practices that share benefits and protect people. To all: back research that informs policy and builds institutional anchors for justice.

With courage, transparency and solidarity, CDD can turn local victories into national transformation. I fully support this Plan and pledge to champion its implementation and accountability. Now is the time to act – for the dignity, security and opportunity of present and future generations of Mozambicans.

Emeritus Professor Mohamed Salih,
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International Institute of Social Studies, Erasmus University Rotterdam,

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From the Director: Purpose and Priorities

This third Strategic Plan (2025–2030) captures a clear moment in CDD’s journey: we have grown from an energetic start-up into a consolidated national actor committed to defending human rights, deepening democracy and expanding access to justice across Mozambique. The Plan draws on our practical experience and sets out a focused, realistic roadmap to scale impact and secure institutional sustainability over the next five years.

CDD’s national footprint – head office in Maputo, regional offices in Gaza and Pemba, district monitors, paralegals and Youth Hubs across the central and northern regions – is a strategic asset. These field platforms, together with strong local, national and international partnerships, allow us to link grassroots action to national advocacy and pursue social cohesion and the rule of law in tandem.

We operate in a context marked by urgent human-rights and democracy challenges: shrinking civic space and restrictions on peaceful assembly; risks to electoral transparency and public trust; securitised responses that produce abuses and displacement; opaque resource governance and corruption; persistent economic marginalisation of youth and women; and climate-driven shocks that intensify local vulnerabilities. These realities shape our priorities and require integrated, conflict-sensitive responses.

In recent years we have strengthened internal governance through selective recruitment, continuous staff development, improved administrative systems and deeper technical partnerships. This Strategic Plan systematises those gains and prioritises institutional development, the adoption and implementation of governance and compliance instruments, and the operationalisation of programmes that integrate rights protection, economic inclusion, corporate accountability and community security.

We recognise the real constraints we face – institutional capture, enclave economies, security shocks and climate risks – and we respond with an adaptive approach to risk management, monitoring and learning. Success will depend on measuring tangible outcomes and on translating local gains into durable, rights-centred change for Mozambican communities.

I invite our partners – donors, government, civil society, the private sector and communities – to join us in implementing this plan. Together we can turn micro-victories into systemic change that secures rights, dignity and opportunity for current and future generations.

Prof. Adriano Nuvunga,

Director
Centre for Democracy and Human Rights (CDD)

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I. INTRODUCTION

This Strategic Plan of the Centre for Democracy and Human Rights (CDD) sets out an integrated intervention agenda to strengthen democracy, human rights, economic justice, peace and security, and corporate accountability in Mozambique. In a context marked by institutional fragility, rapid demographic change and socioeconomic and environmental pressures – particularly in the northern regions – the CDD directs its work toward converting civic capacities into institutional influence and natural resources into shared, sustainable benefits. The Plan rests on a clear vision: a more resilient, just and participatory Mozambican society in which fundamental rights and economic inclusion are pillars of stability and development.

The CDD adopts a rights-based, systemic approach. We recognise that challenges such as state capture, the economic exclusion of youth and women, the impacts of large extractive concessions and the drivers of violence require coordinated responses that bring together policy advocacy, local capacity building, citizen monitoring and strategic litigation. For this reason, the Plan is organised around complementary divisions: (1) Peace, Human Rights and Democracy, and; (2) Rights, Resources, and Responsibility. Each division includes strategic objectives, expected results and priority strategies designed to promote measurable institutional and social transformation.

The CDD emphasises practical, replicable instruments – from legal aid programmes and youth-cooperative incubation to due-diligence mechanisms and community monitoring. These interventions aim to produce multiplier effects: increasing civic voice and participation; strengthening transparency and accountability of state and corporate actors; expanding real economic opportunities for youth and women; and reinforcing local mechanisms for conflict prevention and mitigation that align with national and international human-rights standards. Collectively, these actions seek to meet immediate needs while building capacities for medium- and long-term sustainability.

What follows in this document is the intervention logic by pillar. The Plan is conceived as a living document: it sets priorities for the coming years but allows for continuous adaptation to new risks, opportunities and lessons learned, always guided by the CDD's core principle: rights, participation and economic justice as inseparable drivers of social cohesion and development.

II. CONTEXT ANALYSIS

Below is a concise analysis of the Mozambican context that frames the problem the CDD seeks to address. This section identifies the structural drivers – demography, institutional fragility, the extractive model, conflict, erosion of civic space, youth economic exclusion, climate shocks and accountability gaps – and shows how they converge into a broad crisis of rights and access to justice. The diagnosis guides the CDD’s strategic priorities, justifying integrated interventions that link political participation, economic inclusion, rights protection and effective remediation systems:

1. **Demographic transition and an inclusion crisis** – Mozambique is experiencing an accelerated demographic transition: the majority of the population is under 35, placing growing pressure on employment, education and public services. The lack of adequate economic opportunities results not only in structural unemployment and frustration but also in a crisis of socioeconomic rights, insofar as access to basic conditions (decent work, education, health) remains denied to many young people. The scarcity of formal employment constrains the exercise of economic rights and hinders effective access to social justice.
2. **Institutional fragility, erosion of trust and barriers to access to justice** – the State’s capacity to deliver services and ensure transparent governance is weakened by political capture, clientelism and administrative shortcomings. This fragility undermines public legitimacy and creates obstacles to access to justice: courts, complaints mechanisms and legal services remain inaccessible or ineffective for large segments of the population, particularly young people and vulnerable groups.
3. **Resource economies structured as “enclaves” and violations of economic rights** – mining and other resource extraction often operate in an enclave model, with little local processing and weak links to the territorial economy. This pattern reproduces inequalities and undermines economic rights: affected communities face loss of livelihoods, inadequate compensation and difficulty accessing remediation mechanisms or challenging contracts when their rights are violated.
4. **Conflict, displacement and collapse of access to services and justice** – armed conflict in provinces such as Cabo Delgado has produced massive displacement, the collapse of public services and an expansion of securitized responses. In these contexts fundamental rights (security, health, housing) are violated and access to justice becomes limited – both for logistical reasons and because of legal insecurity – preventing redress and leaving victims without effective remedies.
5. **Shrinking civic space, intimidation and weakening of accountability mechanisms** – the intimidation of defenders, restrictions on the work of civil society and censorship reduce the capacity for oversight and the reporting of abuses. As civic space contracts, formal and informal channels of access to justice become fragile: reports of violations often go uninvestigated, and accountability mechanisms lose effectiveness. Layered on top of this is, in many contexts,

violence by state agents – from police repression, arbitrary detention and excessive use of force to practices of surveillance, criminalisation of dissent and strategic lawsuits – which increase fear and silence witnesses. This confluence of state intimidation and institutional weakening produces structural impunity, erodes trust in institutions and generates a “freezing” effect on citizenship: people and organisations withdraw, self-censor and lose the capacity to demand redress and fair public policies. Ultimately, the erosion of civic space and state violence corrode the foundations of democracy and social cohesion, making inclusive and durable solutions much harder to achieve.

6. **Youth economic exclusion and gaps in recognition of rights** – interventions focused on individual support have failed to transform opportunities at scale. The absence of collective structures (cooperatives, networks) reduces young people’s capacity to claim economic rights, negotiate contracts or access formal dispute-resolution mechanisms. Thus, youth economic exclusion constitutes a practical denial of civil and economic rights.
7. **Climate risk, shocks and weakened access to remedies** – cyclones, droughts and other shocks intensify material losses and displacement, placing additional strain on legal and administrative services. In emergency scenarios access to remedies (judicial and extrajudicial) becomes even more difficult, increasing vulnerability and perpetuating unremedied injustices.
8. **Regulatory gaps, corporate accountability deficits and obstacles to remediation** – the lack of due diligence, binding social clauses and effective complaints mechanisms allows socio-environmental harms to persist. Without robust, accessible legal instruments, communities and workers face systematic barriers to demanding compensation, remediation or corporate accountability, thereby perpetuating a rights crisis.

Synthesis of the Mozambican context

The problem CDD faces is multifaceted: a large and excluded youth population; weakened public institutions; extractive economies with limited local integration; and a volatile security environment. Added to this is the shrinking of civic space and widespread intimidation – including state violence, arbitrary detentions and repression – which undermine accountability mechanisms and produce structural impunity, self-censorship and a loss of trust in institutions. Across this landscape runs a transversal crisis of rights (economic, social, civil and procedural) manifested in real barriers to access to justice. CDD’s response therefore seeks to integrate community participation, youth economic inclusion, resource governance and strengthened access-to-justice mechanisms, all centred on human rights and sensitive to the risks of repression and institutional capture.

III. VISION, MISSION AND STRATEGIC OBJECTIVES

This section sets out CDD's *raison d'être* (mission), long-term ambition (vision) and the strategic objectives that will guide our action for 2025–2030. The mission and vision reflect our core values – human rights, democracy, justice and dignity – while the strategic objectives translate these normative orientations into operational priorities and measurable targets.

Vision:

A resilient Mozambique, grounded in justice, strengthened by democracy, and dedicated to the protection of human rights.

Mission:

Inspiring and driving actions to protect human rights, strengthen democracy, and promote justice.

Strategic objectives

- 1. Deepen civic participation and public accountability**
Why: Expand meaningful channels for citizen voice and democratic oversight so that impunity is reduced and governance becomes genuinely responsive.
- 2. Guarantee effective access to justice and protection of fundamental rights**
Why: Remove procedural and financial barriers that block citizens – especially youth and vulnerable groups – from claiming their rights and obtaining remedies.
- 3. Strengthen youth leadership and collective economic inclusion**
Why: Build cooperative structures, youth hubs and networks that generate livelihoods, leadership and sustained political participation for young women and men.
- 4. Advance economic justice and accountable governance of natural resources**
Why: Ensure resource wealth contributes to local development, fair public revenues and the socio-economic rights of affected communities.
- 5. Reduce drivers of violence and bolster rights-based community security**
Why: Prevent recruitment and radicalisation, and reinforce local conflict-resolution mechanisms that prioritise protection, inclusion and gender sensitivity.
- 6. Embed Business & Human Rights across the economy**
Why: Promote corporate due diligence, accessible grievance and remediation

mechanisms, and corporate practices that respect human rights and deliver shared benefits.

7. **Build resilient institutions and a strong civil society ecosystem**

Why: Strengthen organisational, technical and financial capacity across civil society so local actors can sustain reform and accountability over time.

8. **Secure CDD's institutional sustainability and diversify resources**

Why: Protect the organisation's independence and long-term impact through strategic resource mobilisation, sound governance and robust compliance.

a. STRATEGIC AREAS OF OUR WORK

The strategic areas summarise the core areas where CDD focuses its intervention to confront the rights crisis, promote economic inclusion and strengthen institutional legitimacy. Each pillar sets out clear objectives, expected results and practical actions – from rights defence and strengthening civic participation to economic justice, youth leadership, peace and corporate accountability. Together they offer an integrated, rights-based and evidence-driven framework with measurable impact that guides programming, advocacy and engagement with national and regional partners.

Division I – Peace, Human Rights and Democracy

We place people at the center of power. This division strengthens citizens' ability to shape the decisions that affect their lives, compels public institutions to be fair and accountable, and builds communities that are safe, peaceful, and dignified.

What we do:

- Open the doors of justice: provide free legal aid, strategic litigation, and remedies for victims of rights violations.
- Raise the bar for duty-bearers: train judges, police officers, and local officials to uphold human rights and serve – not silence – their communities.
- Prevent violence before it starts: establish local systems for dialogue, early warning, and mediation, with priority given to women and youth.

The goal is simple and non-negotiable: a Mozambique where citizens' voices are heard, rights are protected, and peace is lived every day.

We deliver these goals through two flagship programs:

- **Democracy & Human Rights**
- **Peace & Community Security**

Strategic Program 1 – Democracy & Human Rights

Strategic Objective:

Enhance citizens' participation in decision-making and strengthen public institutions to become more transparent, accountable, and responsive to human rights.

Expected Results:

- Greater institutional transparency and accountability;
- A more vibrant and capable civil society;
- Guaranteed fundamental rights and equitable access to justice;
- More inclusive and credible electoral processes.

Priority Strategies:

- Evidence-based advocacy for institutional reform in areas such as transparency, access to information, and the protection of fundamental rights.
- Civic monitoring and strategic litigation to ensure accountability, establish legal precedents, and expand access to justice for victims of rights violations.
- Free legal aid and victim assistance through legal aid clinics and community paralegals to reduce procedural and financial barriers to justice.
- Capacity development for state actors – judges, police, and local administrators – on human rights, rights-based governance, redress mechanisms, and service delivery for vulnerable populations.

Strategic Program 2 – Peace & Community Security

Strategic Objective:

Reduce the drivers of violence and strengthen local and regional mechanisms for prevention, protection, and social recovery through rights-centered and justice-based approaches.

Expected Results:

- More resilient communities with lower exposure to recruitment and violence;
- Locally led prevention and protection systems that integrate gender perspectives;
- Security policies aligned with the Humanitarian-Development-Peace (HDP) Nexus and with international standards of accountability for both state and private actors;
- Improved access to justice, including for individuals associated with insurgent dynamics who seek fair processes and reintegration.

Priority Strategies:

- Community prevention and resilience: implement gender-sensitive P/CVE (Preventing and Countering Violent Extremism) initiatives that create socioeconomic alternatives, strengthen community networks, and build non-violent conflict resolution capacities.

- Multi-stakeholder dialogue and human rights: facilitate trust-building spaces among communities, security forces, local authorities, and judicial actors to co-develop operational standards that respect human rights.
- Access to justice and reintegration: establish secure and transparent legal pathways for those disengaging from violence, ensuring fair trials, proportionate accountability, and access to reintegration opportunities.
- Monitoring of financing and illicit routes: investigate and expose the financial and logistical flows that sustain violence, and advocate for regional measures to trace and disrupt conflict financing.
- Regional advocacy and coordination: engage SADC, the African Union, and international partners in coordinated responses that integrate prevention, protection, and development, while ensuring that security measures uphold human rights standards.

Division II – Rights, Resources, and Responsibility

We work to make Mozambique’s economy fair, inclusive, and rights-based. This division ensures that natural resources and business activities generate shared prosperity, protect people and the environment, and contribute to long-term peace and social justice.

Through research, advocacy, and engagement with communities, government, and the private sector, we promote transparent and accountable governance of natural resources, fiscal justice, and corporate responsibility grounded in international human rights standards. The division strengthens local participation in value chains, supports youth- and women-led cooperatives, and promotes fair resettlement, compensation, and social safeguards in resource and development-corridor projects.

We deliver these goals through two strategic programs:

- **Economic Justice & Natural Resource Governance**
- **Business & Human Rights**

Strategic Program 3 – Economic Justice & Natural Resources Governance

Why this matters

Natural-resource development and major transport corridors define livelihoods, shape local power, and influence political stability. Without rights-based governance, transparent revenue management, and inclusive value chains, extractive growth becomes exclusionary – marked by land loss, environmental degradation, elite capture, and recruitment markets that fuel conflict.

The Economic Justice & Natural Resource Governance program works to ensure that resource and corridor investments deliver shared, sustainable benefits – decent work,

community resilience, and respect for environmental and social rights – while reducing sources of grievance and fostering sustainable peace.

Strategic Objective

To ensure that economic policy and natural-resource development – including critical minerals and major development corridors (with special emphasis on the Nacala Corridor for its central role in national and regional development) – promote fair redistribution, expand inclusive local economic opportunities (with priority to youth and women), protect environmental and social rights, and contribute to peace and community security, enabling affected communities to fully realize their economic and social rights.

Expected Results

- Stronger local integration into resource and corridor value chains, with increased domestic processing of critical minerals and other resources.
- Corridor projects (especially the Nacala Corridor) generate measurable local benefits – jobs, supply-chain linkages, and improved access to infrastructure – under binding local-content and social-safeguard frameworks.
- Resettlement and compensation processes follow robust safeguards and meaningful prior consultation (including FPIC where applicable).
- More transparent and accountable fiscal and contractual governance of resource and corridor projects, with public reporting of revenues and payments.
- Expanded and strengthened youth- and women-led cooperatives and community enterprises participating in value chains.
- Youth (gender-balanced) gain access to skills, finance, and markets linked to resource and corridor opportunities.
- Reduced socio-environmental harms associated with large projects and strengthened remediation mechanisms.
- Greater peace and stability in corridor zones through conflict-sensitive project design, grievance mechanisms, and investments in social cohesion.

Priority Strategies

- Corridor-first planning and partnerships: co-design development plans with corridor authorities, local governments, and private investors that embed local content, social safeguards, peacebuilding measures, and transparent benefit-sharing.
- Youth-first procurement and supplier platforms: develop digital and physical platforms connecting youth and women’s cooperatives with private-sector supply chains and public procurement opportunities linked to corridor and extractive projects.
- Local content and beneficiation: advocate for enforceable policies, incentives, and monitoring systems that ensure local processing, technology transfer, and decent employment, supported by actionable industry-linkage plans.
- Economic and social rights in contracts: promote contractual and policy provisions guaranteeing health, education, decent work, and fair compensation, with targeted

measures for women and vulnerable youth.

- Fair resettlement and safeguards: ensure transparent resettlement procedures, prior consultation, fair compensation, and integrated reintegration programs.
- Fiscal justice and revenue transparency: lead advocacy for progressive resource taxation, contract disclosure, anti-illicit-finance measures, and public reporting of payments and revenues.
- Cooperative sustainability and value-chain incubation: provide governance, incubation, and financial management support to help cooperatives scale into viable enterprises.
- Community monitoring, peace observatories, and strategic litigation: establish community observatories, social audits, and early-warning systems linked to corridor projects, and pursue litigation to enforce accountability.
- Youth incubation and leadership: design fellowships, mentoring, and internships to prepare youth for leadership roles in corridor economies and peacebuilding.
- Direct market support: provide training, seed funds, and technical assistance to enable youth and community cooperatives to supply corridor industries.

Cross-cutting Emphasis

All interventions prioritize community ownership, participatory monitoring, gender equality, and conflict sensitivity. The program's corridor-based approach – especially across Nampula, Niassa, Cabo Delgado, Tete, and Zambézia – ensures that natural-resource and corridor development translates into durable rights, cohesive communities, resilient local economies, and sustained peace.

Strategic Program 4 – Business & Human Rights

Strategic Objective

To ensure that private economic activity – especially in critical-minerals value chains and large-scale projects – respects human rights, generates equitable local benefits, and is subject to effective accountability mechanisms, in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and the Voluntary Principles on Security and Human Rights (VPSHR).

Normative Framework

1. State duty to protect: advocate for regulations, oversight, and public policies that guarantee human-rights protection in extractive and industrial operations.
2. Corporate responsibility to respect: promote corporate human-rights due diligence, risk management, and responsible operational policies.
3. Access to remedy: strengthen and expand independent, accessible grievance and redress mechanisms – both judicial and non-judicial – for affected communities and workers.

Expected Results

- Companies adopt and operationalize human-rights policies, due diligence, and remediation mechanisms.
- Affected communities have the capacity and channels to claim and obtain their rights through fair consultations, compensation, and access to essential services.
- Contracts and value chains incorporate binding clauses on local content, decent employment, and social-environmental safeguards.
- Measurable reduction of human-rights and environmental impacts linked to extractive projects.
- Security practices – public and private – aligned with the VPSHR, the Montreux Document, and ICoCA standards.

Priority Strategies

- Human-rights due diligence and monitoring: strengthen capacity for independent audits, community monitoring, and reputational risk management across the value chain.
- Contractual clauses and fiscal accountability: advocate for standard clauses in concession contracts and procurement agreements that enforce local content, labour protections, grievance mechanisms, and reinvestment obligations.
- Community empowerment: train leaders, committees, and networks to understand contracts, monitor operations, and access judicial and non-judicial redress.
- Security and human rights: ensure compliance with the VPSHR and international norms; support certification and independent oversight mechanisms.
- Remediation and strategic litigation: enable access to remedies through legal aid, mediation, and targeted litigation where necessary.
- Responsible public-private partnerships: develop contracting models that favour local suppliers, fair labour, technology transfer, and independent compliance audits.
- Transparency and open data: promote publication of contract information, environmental and social reports, audits, and grievance records to strengthen accountability and public trust.

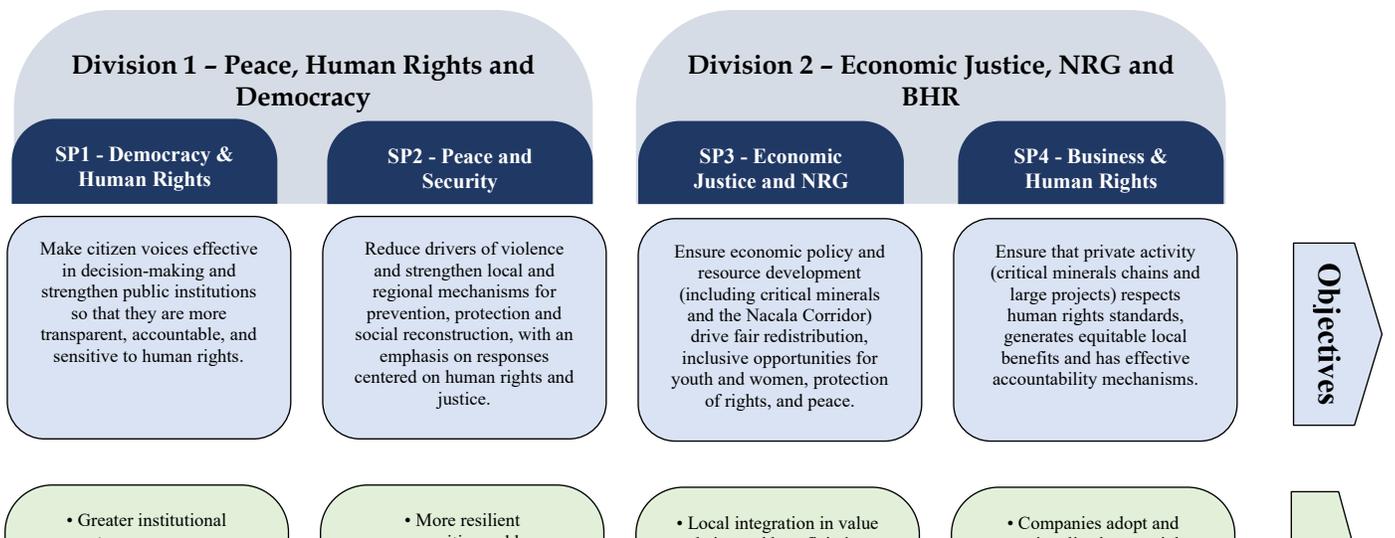
V. IMPACT CHAIN: THEORY OF CHANGE AND EXPECTED OUTCOMES

In this section we present the Theory of Change and the strategic matrix.

The Theory of Change (ToC) explains, in a logical and verifiable way, how and why CDD's actions produce the desired transformations. Here we set out the causal chain linking our core interventions – protection of rights, expanded access to justice, youth empowerment, promotion of economic inclusion, and demands for corporate accountability – to broader institutional and social outcomes: a strengthened rule of law, enhanced social cohesion, and the sustained protection of human rights. By protecting rights, expanding access to justice, and empowering youth and communities, CDD

connects locally grounded impact with national advocacy to consolidate the rule of law and reinforce social cohesion.

Below we present this causal logic in a strategic matrix that maps inputs, activities, outputs, outcomes and long-term impact.



VI. SWOT ANALYSIS

This section synthesizes the internal and external factors that shape CDD's capacity to protect rights, strengthen democracy, and promote economic inclusion (with a focus on youth and resource governance). It is intended to help prioritise operational actions and risk mitigation.

Strengths:

- Demonstrated experience: a proven track record in political dialogue, fiscal advocacy and social cohesion programmes (Youth Hubs, cooperatives).
- Territorial presence: consolidated operations in six strategic provinces – Cabo Delgado, Niassa, Nampula, Gaza, Maputo and Zambézia – ensuring reach and local legitimacy.
- Strong legal support: legal assistance practices, strategic litigation and legal clinics that reinforce access to justice and rights protection.
- Intellectual capital and evidence production: research, the Social Cohesion Barometer, and the ability to translate data into advocacy.
- Networks and partnerships: connections with universities, regional NGOs and international platforms (DCAF, VPI, FIDH, ICoCA, Fair for All).
- Integrated approach (voice + economy + governance): a model able to link political participation with economic inclusion.

Weaknesses:

- Uncertain financial sustainability; dependence on external funding.

- Limited operational capacity to scale.
- Political and institutional exposure; reputational risks.
- Vulnerability to local insecurity and natural shocks.
- Need for greater standardisation of documentation and compliance.

Opportunities:

- Critical minerals agenda / energy transition.
- Regional and continental frameworks (AMV, SADC, AU) and climate finance.
- Digitisation and fintech for cooperatives.
- Increased international visibility and strategic partnerships.

Threats:

- Conflict and insecurity (Cabo Delgado).
- Erosion of civic space and repression.
- State capture, illicit financial flows (IFFs) and lack of accountability.
- Reputational risk linked to private-sector partnerships.
- Climate and economic shocks.

VII. PARTNERSHIPS & ORGANISATIONAL SUSTAINABILITY STRATEGY

Overview

CDD pursues an intentional, institutionally robust partnership strategy designed to maximise local ownership, scale impact and safeguard organisational sustainability. Our approach balances principled independence with pragmatic collaboration across district, national and international levels. Partnerships are instruments for deepening rights protection, economic inclusion and community security while reinforcing CDD's governance, accountability and financial resilience.

Partnership Principles

All partnerships are governed by the following principles:

- **Local ownership:** projects must enhance the capacity, leadership and autonomy of district- and community-based actors.
- **Rights-centred accountability:** partnerships must uphold human-rights standards, including safeguarding, non-retaliation and FPIC where relevant.
- **Transparency and compliance:** due diligence, clear MOUs and public reporting are mandatory.

- Complementarity and value-add: partners should bring demonstrable technical, financial or convening value not otherwise available locally.
- Sustainability: partnerships are assessed for their potential to leave durable institutional gains.

Local Partnerships & Youth Hubs

- Incubation-to-autonomy model: CDD establishes Youth Hubs in strategic districts to seed youth leadership, civic engagement and local service provision. Each Hub follows a phased transition plan – incubation (capacity-building and operational support), consolidation (governance, financial systems, local resource mobilisation) and legal/operational independence as locally governed organisations.
- Capacity transfer: governance, financial management, M&E, safeguarding and advocacy skills are embedded from day one to ensure hubs can sustain and scale activities after graduation.
- Local partner selection: municipal/ district-level partners are selected by transparent criteria including local legitimacy, governance readiness and community accountability.

National & International Alliances; Consortia

- Strategic consortia formation: for large-scale programs and multi-donor proposals, CDD leads or joins consortia that pair local legitimacy with national reach and international technical capacity. Consortia agreements define roles, resource flows, fiduciary responsibilities and benefit-sharing.
- Research and evidence partners: formal alliances with universities and research centres strengthen our policy impact and provide rigorous evidence for advocacy.
- Funding synergies: consortia enable access to blended finance, pooled funds and multi-year institutional grants while distributing implementation risk.

Government, Philanthropic & Private-Sector Engagement

- Conditional government engagement: CDD engages government where collaboration strengthens the rule of law and public goods, subject to strict independence safeguards, conflict-of-interest checks and community oversight.
- Philanthropic partnerships: CDD actively pursues multi-year philanthropic funding for core costs, M&E and institutional consolidation.
- Private-sector engagement: partnerships with private actors are permissible only under contracting terms that guarantee local content, environmental and social safeguards, transparency and independent monitoring.

Financial Sustainability Strategy

To reduce vulnerability in an uncertain funding environment, CDD adopts a diversified sustainability model:

- Donor diversification: balanced portfolio of multi-year institutional donors, restricted program grants and local philanthropic support.
- Earned-income streams: fee-based training, legal clinics, consultancy and paid M&E services that are consistent with our mission.
- Social enterprise linkages: support to cooperatives and social enterprises that generate revenue while reinforcing community benefits.
- Reserve and endowment planning: build a modest contingency reserve and pursue a targeted institutional endowment to underwrite core functions over time.
- Cost discipline & adaptive budgeting: prioritised budgets, scenario planning and periodic review to align ambitions with resources.

Risk Management, Compliance & Oversight

- Standardised due diligence: partner vetting, risk assessments and safeguarding checks are compulsory for all engagements.
- Contractual safeguards: MOUs include KPIs, financial transparency clauses, audit rights and joint grievance mechanisms.
- Monitoring & reporting: partners contribute to a unified M&E framework; financial and programmatic reporting is periodic and publicly summarised.
- Governance oversight: the Board reviews partnership strategy, major consortia agreements and annual risk matrices.

VIII. INTERNAL POLICIES AND COMPLIANCE

This section describes not only the vision and scope of CDD's integrity policies but also confirms the existence, approval and implementation of the essential instruments that ensure compliance, protection of people and responsible resource management – prerequisites for our credibility, impact and sustained partnerships.

Objective

Ensure that all CDD activities are carried out in compliance with legal, ethical and human-rights standards; prevent abuse, corruption and conflicts of interest; protect staff, partners and beneficiaries; and establish clear accountability mechanisms.

Scope

Applies to all staff (contracted, temporary and permanent), managers, consultants, interns, suppliers, partners and board members across CDD's national and regional operations.

Existing instruments and implementation status

CDD already has and operates the following institutional instruments, approved by management/board and integrated into operational procedures:

- Code of Conduct and Ethics – signed by all staff; the foundational standard for behaviour, conflict-of-interest management and disciplinary procedures.
- Anti-Corruption and Anti-Bribery Policy – prohibitions and rules on gifts and entertainment, and due-diligence procedures.
- Child Protection and Safeguarding Policy (PSS) – prevention measures, partner screening and response protocols for cases of abuse/exploitation.
- Policy on the Protection of Defenders and Beneficiaries – guidance on confidentiality, risk management and support for threatened individuals.
- Whistleblowing / Reporting Policy – secure and confidential channels (hotline / secure email), triage procedures and protection against retaliation.
- Financial Management and Internal Control Policy – segregation of duties, authorization processes, periodic reconciliations and internal/external audits.
- Procurement and Supplier Management Policy – selection criteria, competitive processes and standard contractual clauses (including BHR requirements).
- Human Resources Policy – recruitment, performance appraisal, absence management, medical leave and mental-health support.
- Security Policy (staff safety & travel) – security guidance, travel procedures and contingency plans for field operations.
- Data Protection & Privacy Policy – rules governing the collection, processing, storage and sharing of personal and sensitive data.
- Business & Human Rights Due Diligence – procedures to identify, mitigate and remediate impacts linked to partners, suppliers and value chains.

The existence and implementation of these instruments reinforces CDD's position: we do not treat compliance as a mere formality, but as a strategic tool to protect people, safeguard resources and ensure that our human-rights work is consistent and credible.

IX. CONCLUSION OF THE STRATEGIC PLAN

This Strategic Plan expresses CDD's ambition to turn a context of fragility and rights crises into real opportunities for justice, participation and social cohesion. By articulating four strategic programs – Democracy & Human Rights; Economic Justice & Natural Resources; Business & Human Rights; and Peace & Community Security – we propose a coherent, rights-based framework that prioritises local action with national influence and the delivery of measurable, lasting results.

This plan reaffirms our core conviction: local interventions, well implemented, only reach their full potential when anchored in institutional reforms, linked to markets and supported by effective accountability mechanisms. Therefore, we combine direct

implementation (capacity building, legal aid, cooperative incubation, community dialogues) with strategic advocacy, action-research and public-private partnerships that can scale gains and consolidate institutional change.

We recognize, realistically, the risks and limits of the context (institutional capture, enclave economies, security and environmental shocks) and incorporate an adaptive approach to risk management, continuous monitoring and institutional learning. The success of this plan depends on our ability to measure not only outputs but also indicators of scaling and institutionalization (e.g., integration of cooperatives into public contracts; adoption of public policies; improved access to justice).

To turn this vision into concrete impact, we have identified immediate priorities: (1) operationalize monitoring and evaluation mechanisms with clear indicators; (2) mobilize resources strategically for consolidation and scale-up phases; (3) strengthen national, regional and international partnerships; (4) institutionalize compliance and protection practices; and (5) invest in research that informs public policy and innovates models for institutional anchoring.

We call on donors, government partners, civil society, the private sector and communities to join efforts on this journey. CDD commits to lead with transparency, rigor and solidarity, translating micro-victories into systemic transformations that secure rights, dignity and opportunities for future generations.

Finally, this plan is an invitation to collective action. The change we seek for Mozambique requires political courage, impact-oriented financing and a lasting alliance between citizens and institutions. We are ready to move forward together toward a more just, cohesive and resilient society.