MLHCP
Mozambique Local Humanitarian Coordination Platform

MOZAMBIQUE LOCAL HUMANITARIAN COORDINATION PLATFORM (MLHCP) ANNUAL GENERAL ASSEMBLY REPORT

2025



STRENGTHENING LOCALLY LED HUMANITARIAN COORDINATION IN MOZAMBIQUE

DATE:
10–12 December 2025
Pemba, Cabo Delgado | Mozambique

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Abbreviation	Full Term
AGA	Annual General Assembly
CBO	Community-Based Organization
CCCM	Camp Coordination and Camp Management
CERF	Central Emergency Response Fund
GCR	Girl Child Rights
HCT	Humanitarian Country Team
ICCG	Inter-Cluster Coordination Group
IASC	Inter-Agency Standing Committee
INGD	National Institute for Disaster Risk Management (Instituto Nacional de Gestão e Redução do Risco de Desastres)
INGO	International Non-Governmental Organization
L/NNGO	Local and National Non-Governmental Organization
MLHCP	Mozambique Local Humanitarian Coordination Platform
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
RC/HC	Resident Coordinator / Humanitarian Coordinator
UN	United Nations
UNPP	United Nations Partner Portal

ACKNOWLEDGEMENTS

The Mozambique Local Humanitarian Coordination Platform (MLHCP) expresses its sincere appreciation to all individuals and institutions whose support, commitment, and collaboration made the first Annual General Assembly possible.

The Platform extends its gratitude to **Save the Children** and **Street Child** for their strategic and financial support, as well as for their continued engagement in advancing locally led humanitarian action. In particular, the Platform acknowledges Street Child's contribution to capacity sharing through practical engagement on localization during the Assembly.

The Platform also thanks Ms Catherine Nassanga Namirembe Sozi, the **United Nations Resident Coordinator and Humanitarian Coordinator** for the constructive engagement and dialogue with members, which reinforced the importance of local leadership within Mozambique's humanitarian architecture. Appreciation is further extended to the **United Nations Office for the Coordination of Humanitarian Affairs (OCHA)** for its ongoing collaboration and for providing meeting space and coordination support in preparation for the Assembly.

The Platform is grateful to **government representatives**, particularly the **National Institute for Disaster Risk Management**, for their participation and for reaffirming the importance of alignment between locally led coordination mechanisms and national leadership.

Special recognition is extended to all **Platform member organizations**, whose active participation, openness, and collective spirit shaped the quality of discussions and outcomes of the Assembly. The diversity, commitment, and professionalism of members were central to the success of the event.

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MEMBERS OF THE MLHCP PLATFORM



1. EXECUTIVE SUMMARY

Context and Milestone

The first Annual General Assembly (AGA) of the Mozambique Local Humanitarian Coordination Platform (MLHCP), held from 10 to 12 December 2025 in Pemba, marked a decisive milestone in the institutionalization of locally led humanitarian action in Mozambique. Convened at a moment of humanitarian reform, declining funding, and increasing emphasis on localization, the Assembly concluded the Platform's inception phase and formally transitioned it into a self-governing, member-mandated coordination platform representing local and national NGOs.

Participation and Legitimacy

The Assembly brought together 41 Local and National Non-Governmental Organizations (L/NNGOs) from five provinces, with 65 in-person participants across three days and over 100 participants engaged through a hybrid format on the final day. Member organizations reflected strong geographic, sectoral, and organizational diversity, including community-based, women-led, youth-led, and disability-focused organizations operating in crisis-affected and hard-to-reach areas. High-level engagement with the United Nations Resident Coordinator and Humanitarian Coordinator, government representatives, donors, and international partners reinforced the Platform's legitimacy as a credible and representative coordination space for local actors.

Key Outcomes

The Assembly resulted in concrete and binding decisions, including:

- Validation of the democratic governance structure for the platform and election of National and Regional Conveners.
- Endorsement of the five main priorities for a four-year Strategic Framework (2026–2029) structured around coordination, financing, capacity sharing, partnerships, and advocacy.
- Formalization of a collective and accountable representation model for participation in the different humanitarian coordination bodies.
- Adoption of transparency, accountability, and mapping commitments to strengthen credibility and access to humanitarian financing.
- Approval of the Final Communiqué affirming the Platform's mandate and strategic direction.

Strategic Significance

The Assembly advanced the localization agenda from policy commitment to operational practice by establishing clear governance, mandated representation, and a shared strategic vision owned by local actors. It positioned the Platform as a complementary coordination mechanism that strengthens Mozambique's humanitarian architecture by ensuring local voices are collectively represented, accountable, and influential in decision-making spaces. The outcomes also aligned

locally led coordination with the national level implementation of the Humanitarian Reset and global localization commitments such as through the Grand Bargain, reinforcing the role of local actors as strategic partners rather than implementers.

2026 Priorities
In its first full operational year, the Platform will focus on:

- Operationalizing governance and representation mechanisms to ensure credible and accountable participation of L/NNGOs in coordination structures (Partnership))
- Expanding qualified local co-leadership across humanitarian clusters and strategic forums (Coordination
- Improving visibility and access to humanitarian financing through member mapping and simplified due diligence approaches (Funding)
- Strengthening institutional capacity through peer learning, mentorship, and district-level coordination linkages (Capacity development)
- Advocating for the continued attention in the humanitarian crisis in northern Mozambique (Advocacy)

2. GENESIS AND CONTEXT

The Mozambique Local Humanitarian Coordination Platform was established in June 2025 to address persistent structural gaps within Mozambique's humanitarian coordination architecture. Its creation responded to the continued under-representation of local and national NGO organizations in strategic decision-making spaces, despite their central role as first responders and sustained presence in crisis-affected areas.

2.1 Why the Platform Was Created

Prior to the Platform's establishment, the participation of local and national organizations in humanitarian coordination was largely individual, informal, and fragile rather than collective, mandated, and accountable. This structural gap was evident in leadership roles: of eleven humanitarian clusters in Mozambique, only two Food Security (co-led by IDES) and Camp Coordination and Camp Management (co-led by PRONANAC) had local co-leads, and only two working groups, Mental Health and Psychosocial Support (APROCOSO) and Child Protection Area of Responsibility (FDC), were similarly co-led by local actors. This exclusion did not reflect a lack of capacity or presence, as local and national organizations are often first responders, maintain trusted relationships with affected communities, and remain engaged long after international actors scale down. Instead, they were routinely positioned as implementers rather than strategic partners, with limited influence over humanitarian priorities, resource allocation, and response strategies. The Platform

was created to address this imbalance by unifying local and national organizations into a collective, legitimate, and accountable coordination mechanism capable of representing their interests and leadership in strategic decision-making spaces.

2.2 Three Interrelated Contexts

The Platform's emergence reflected three converging dynamics within Mozambique's humanitarian landscape.

First, it aligned with the IASC-led Humanitarian Reset, a reform process initiated in March 2025 aimed at recalibrating humanitarian action toward a leaner, more efficient, and locally anchored response model. The Reset process acknowledged that Mozambique's humanitarian architecture designed for acute emergency response had become financially unsustainable and operationally inefficient under conditions of protracted crisis, declining donor funding, and persistent access constraints. The Platform positioned itself as a practical mechanism to operationalize locally led coordination as a core element of this recalibration.

Second, the Platform operationalized global localization commitments, particularly those articulated in the Grand Bargain of 2016 and the Inter-Agency Standing Committee (IASC) policy on localization. While these frameworks call for shifting power, resources, and leadership toward local actors, implementation in Mozambique as elsewhere had remained largely rhetorical. The Platform was conceived as a vehicle to translate localization from policy aspiration into operational practice, ensuring that local actors are not merely consulted but actively lead coordination processes.

Third, the Platform responded to Mozambique's complex and protracted humanitarian context, characterized by conflict-driven displacement in northern provinces, particularly Cabo Delgado, alongside recurrent climate-related shocks including cyclones, floods, and droughts. In these overlapping crises, local and national organizations function as critical continuity actors, yet their strategic contributions remained under-recognized and under-supported within formal coordination structures.

2.3 Why Now? Timing and Opportunity

The establishment of the Platform in mid-2025 reflected both opportunity and necessity within Mozambique’s humanitarian landscape. The Humanitarian Reset process created political space for structural reform and increased openness among international actors to alternative, locally anchored coordination models, while advocacy by global networks such as NEAR, the START Network, and the

International Council of Voluntary Agencies (ICVA) provided normative momentum and access to shared learning on locally led coordination. At the same time, declining humanitarian funding in 2024–2025 intensified competition and exposed the structural vulnerability of fragmented local actors, while persistent insecurity in northern provinces underscored the comparative advantage of local organizations in maintaining access to affected populations. Together, these dynamics converged to make 2025 a critical moment for local and national organizations to organize collectively, strengthen their bargaining power, and move from individual participation toward coordinated and strategic leadership.

2.4 From Incubation to Institution: The Journey So Far

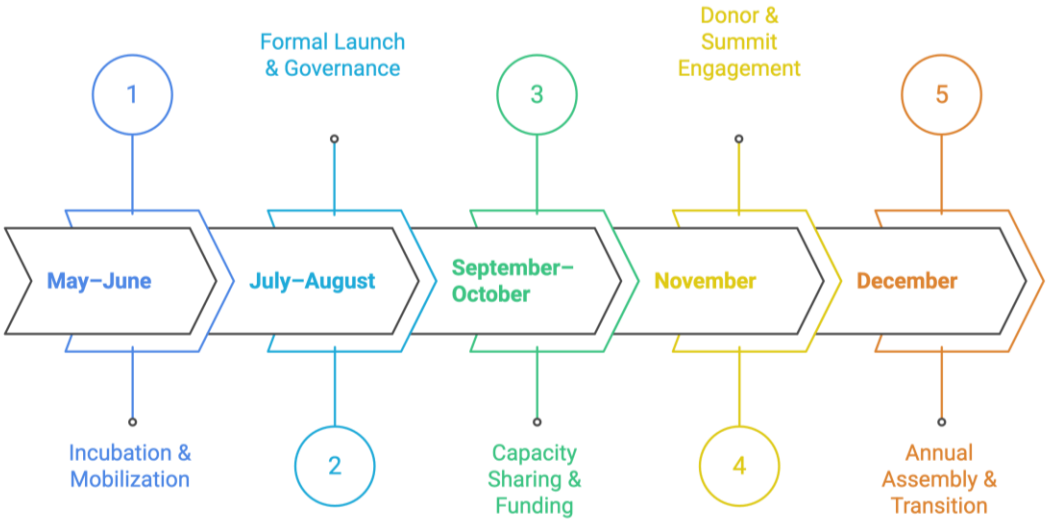


Figure 1 Key Milestones in Institutional Development (May–December 2025)

Between May and December 2025, the Platform progressed through a structured inception phase supported by Girl Child Rights, a national organization headquartered in Chimoio with strong operational presence in Pemba. During this period, the Platform achieved several critical milestones: nationwide mobilization resulting in a joint statement signed by 120 local and national organizations; formal presentation of the Platform in Pemba in July; two high-level meetings with the United Nations Resident and Humanitarian Coordinator; development and endorsement of Terms of Reference for governance structures; capacity-strengthening activities for 47 member organizations in September; issuance of a collective advocacy statement on protection concerns in Cabo Delgado; initial seed funding secured from Save the Children and Street Child; engagement with government institutions, particularly INGD; meetings with humanitarian donors including the Humanitarian Donors Group, NORAD, and the European Union; and participation in the NEAR Africa Summit in November 2025.

2.5 Core Mandate and Principles

The Platform is a coordination mechanism for local and national humanitarian organizations in Mozambique, established to strengthen collective leadership and ensure accountable local representation within existing humanitarian decision-making structures.

Table 1 MLHCP Core mandate and principles

Core mandate	Guiding principles
• Strengthen coordination and collective action among local and national organizations • Secure meaningful, mandated, and accountable representation in strategic coordination bodies • Promote sustainable institutional capacity through peer learning and mentorship • Advocate for direct, flexible, and equitable access to humanitarian financing	• Transparency and collective accountability • Inclusivity and local leadership • Performance-based credibility rather than declarative legitimacy • Open membership for locally registered and nationally anchored organizations, with specific attention to women-led, youth-led, and disability-focused organizations

3. OBJECTIVES OF THE ANNUAL GENERAL ASSEMBLY

3.1. Primary Objective

To formalize the Platform as a credible, representative, and accountable institution capable of leading locally lef humanitarian action and coordination and securing meaningful participation in national and international coordination structures.

3.2. Strategic Objectives

1. **Strengthen locally led coordination** by reinforcing collective action among local and national organizations, clarifying the Platform's role within existing coordination systems, and promoting coherence across district, provincial, regional, and national levels.
2. **Formalize governance and leadership** through transparent and democratic processes that validate governance frameworks, elect leadership structures, and clarify roles, responsibilities, and accountability mechanisms to enhance legitimacy and effective representation.
3. **Define strategic priorities and partnerships** by collectively identifying priority areas for coordination, capacity strengthening, financing, and advocacy, and by mapping opportunities for principled engagement with government, United Nations agencies, donors, and international organizations.
4. **Enhance collective accountability and visibility** through strengthened internal communication, regular information sharing, and increased external recognition of local leadership within Mozambique's humanitarian architecture.

4. ASSEMBLY DESIGN AND PARTICIPATION

The first Annual General Assembly was designed using a participatory, democratic, and consensus-driven methodology to support the Platform's transition into a fully operational, locally led coordination mechanism. The Assembly was held over three days, from 10 to 12 December 2025, in Pemba, Cabo Delgado, following a structured and sequential approach that enabled shared understanding, collective decision-making, and legitimate leadership selection.



Figure 2 Mind map of the 3 days of the General Assembly

4.1 Design Rationale and Structure

The first Annual General Assembly (AGA, was designed as a participatory and decision-oriented process to support the Platform's transition into a fully operational, member-led coordination mechanism. The three-day structure followed a deliberate progression from internal consolidation to strategic definition and external positioning, ensuring governance clarity and member consensus before leadership elections and stakeholder engagement, with Day 1 dedicated to validating institutional foundations, Day 2 to agreeing strategic priorities for 2026–2029 and electing leadership, and Day 3 to engaging key humanitarian stakeholders and adopting the Final Communiqué.

4.2 Decision-Making and Participation Methods

The Assembly employed a participatory methodology grounded in transparency and collective accountability, with structured working groups as the primary space for deliberation, each assigned clear deliverables and reporting responsibilities, followed by plenary sessions to validate outputs, introduce amendments, and confirm decisions by consensus. Leadership was selected through an inclusive and transparent process based on voluntary self-nomination, brief candidate

presentations, and validation through consensus, with simple majority voting applied where needed to ensure both legitimacy and efficiency. Facilitation deliberately encouraged participation from smaller and less experienced organizations to address power imbalances, while systematic documentation of discussions, decisions, and agreements was maintained as a core accountability mechanism and accessible record for members and partners.

4.3 Participation Profile and Representation

The Assembly demonstrated the Platform's legitimacy through strong geographic and organizational diversity, bringing together 41 Local and National Non-Governmental Organizations from five provinces: Cabo Delgado, Nampula, Niassa, Manica, and Maputo. A total of 65 participants attended in person across the three days, with participation exceeding 100 on Day 3 through a hybrid format that enabled an additional 32 participants to join virtually, expanding national reach and accessibility.

Participating organizations included community-based organizations and established national NGOs, most of which are locally led and rooted in crisis-affected and hard-to-reach areas. Many members are women-led or youth-led, and several work with or are led by persons with disabilities and other marginalized groups. Sectoral expertise spanned protection, shelter, food security, WASH, health, education in emergencies, livelihoods, and camp coordination and management, ensuring that discussions and decisions reflected diverse frontline operational realities rather than a single thematic perspective.

4.4 Stakeholder Engagement and External Participation

While the first two days focused on internal consolidation and member decision-making, the Assembly intentionally connected the Platform's leadership and strategic direction with national and international coordination spaces through structured external engagement on Day 3, including dialogue with the United Nations Resident and Humanitarian Coordinator and participation by the National Institute for Disaster Risk Management (INGD), reinforcing alignment between locally led coordination and national leadership. Donor and partner engagement included the Embassy of Switzerland, Save the Children, Street Child, and OCHA, whose participation as partners and observers strengthened transparency, enabled direct exchange on expectations and accountability, and underscored the Assembly's role as a practical step toward operationalizing equitable partnerships and locally anchored humanitarian coordination.

4.5 Methodological Principles

The Assembly's design was guided by five core principles which are also foundational for how the Plarform will operate. First, it prioritized substance over symbolism by dedicating time to decisions, governance validation, and concrete commitments.

Second, it embedded decentralization and regional representation to avoid Maputo-centric coordination and ensure leadership reflects realities across provinces and districts. Third, it balanced inclusion with efficiency through structured group work and clear decision protocols. Fourth, it embedded accountability from the outset by clarifying roles, feedback mechanisms, and documentation standards before leadership was elected. Finally, it maintained a pragmatic orientation by setting ambitious but achievable priorities for 2026, grounded in members' operational realities and the broader constraints of Mozambique's humanitarian context.

5. KEY DECISIONS AND OUTCOMES

The Annual General Assembly resulted in a set of concrete decisions that formalized the Platform's governance, clarified how representation will function in national coordination spaces, and endorsed a strategic framework to guide action from 2026 to 2029. Collectively, these decisions marked the transition from an incubated coordination initiative into a self-governing, member-mandated institution with clear accountability commitments and an operational roadmap.



Figure. 4 and 5. A time for group work, exchanging ideas and collaboratively building

5.1 Governance Framework Validated

Members endorsed a governance framework designed to ensure legitimacy, transparency, and decentralized leadership. The Assembly confirmed that the Platform will be governed through member-led decision-making, with leadership roles serving representation and coordination functions under clear accountability, with a four-year term for each position.

The Assembly validated the following governance elements:

- **National Convener role and mandate:** Members confirmed the National Convener as the primary representative of the Platform in high-level strategic spaces, responsible for advancing collective positions and ensuring timely feedback to members. The role carries a mandate from the membership and is subject to defined accountability obligations.

- **Regional leadership model:** Members endorsed the election of **Regional Conveners for Northern, Central, and Southern regions** to ensure decentralized coordination and to strengthen the link between district-level realities and national advocacy. Regional Conveners are responsible for consolidating regional priorities, facilitating communication, and supporting district-level engagement.
- **Secretariat function clarified:** The Secretariat was formally defined as a facilitative, service-oriented function responsible for coordination, documentation, communication, and member support. The Secretariat does not hold decision-making authority on behalf of the Platform, and its work is guided by member priorities and agreed processes. The secretariat is hosted by GCR but the members are drawn from the members.
- **Terms, performance, and accountability:** The Assembly affirmed that leadership positions are time-bound (two-year terms with the possibility of one renewal) and subject to performance and integrity expectations. Members endorsed mechanisms that allow the Platform to address non-performance or ethical breaches through structured review and replacement processes.

5.2 Leadership and Technical Representation Elected

The Assembly elected a leadership team and technical representatives through a transparent process based on voluntary self-nomination and validation by consensus, with voting applied when required. This process established a leadership structure with clear mandates and strengthened institutional legitimacy.

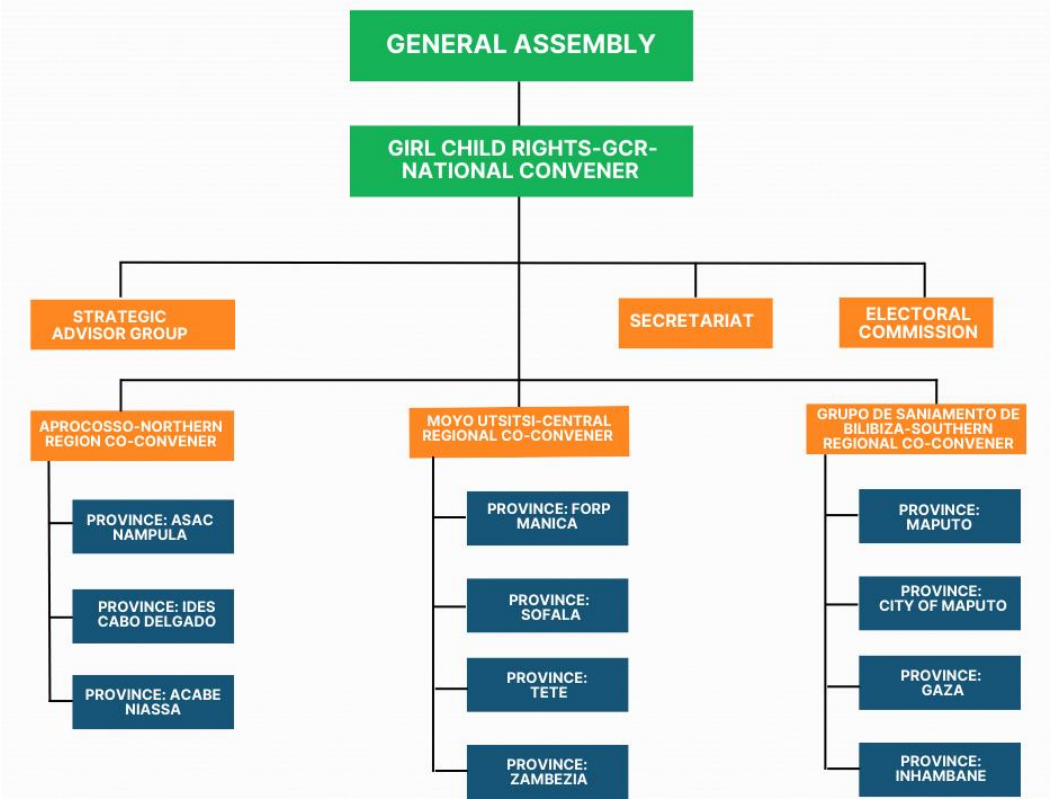


Figure. 6 Structure elected for the four-year mandate 2026–2029.

Key outcomes included:

- Election of the National Convener.
- Election of Regional Conveners for the Northern, Central, and Southern regions.
- Election or confirmation of technical representatives to participate in coordination structures where the Platform seeks collective representation, including bodies such as the Inter-Cluster Coordination Group and localization-related forums, AHCT and HCT.

5.3 Strategic Framework 2026–2029 Endorsed

Members endorsed the need for a four-year strategic framework structured around five mutually reinforcing pillars including coordination, partnership, funding, capacity building and advocacy. The framework provides a coherent roadmap for strengthening locally led coordination and advancing practical localization outcomes in Mozambique.



Figure. 7 Voting process underway during the General Assembly



Figure. 8 The Platform newly elected leadership taking oaths after conclusion of the voting and election process

Table 2 Strategic Framework 2026–2029: Pillars and Priority Commitments

Strategic Pillar	Focus	Priority Commitments
Pillar 1: Coordination	Strengthen locally led coordination from district to national levels and secure mandated representation in strategic coordination spaces	• Strengthen structured representation of the MLHCP in national coordination bodies, including the HCT, A/HCT and ICCG • Expand qualified local co-leadership across clusters where local co-leadership is absent • Promote district-level coordination linkages connecting frontline realities to national advocacy and decision-making
Pillar 2: Financing	Reduce barriers to equitable access to humanitarian financing and promote direct, flexible funding	• Engage donors and pooled funds to reduce disproportionate bureaucratic requirements and expand direct funding pathways • Develop and pilot simplified due diligence approaches balancing accountability and proportionate risk management • Support members to strengthen eligibility and compliance for access to key funding mechanisms
Pillar 3: Capacity Sharing	Shift from one-off training toward peer learning, mentorship, and institutional sustainability	• Establish mentorship and peer learning models linking established national NGOs with emerging CBOs • Support tailored organizational strengthening in governance, financial management, compliance, and operations • Promote reciprocal capacity sharing that recognizes existing strengths and contextual expertise
Pillar 4: Partnerships	Advance equitable, non-symbolic partnerships based on transparency and shared accountability	• Develop partnership principles and engagement protocols clarifying roles, responsibilities, and decision-making • Engage INGO and donor coordination spaces to promote fair consortium and sub-granting models • Strengthen alignment with government coordination structures, particularly INGD, and relevant networks
Pillar 5: Advocacy and Communication	Amplify local voices through coordinated, evidence-based advocacy and communication	• Produce collective positions, joint statements, and policy briefs grounded in operational evidence • Engage strategically in humanitarian reform processes, including the humanitarian reset • Strengthen external visibility and internal communication to reinforce accountability and legitimacy

5.4 Representation Model Formalized

A major decision of the Assembly was to institutionalize a representation model that replaces ad hoc, individual participation with collective, mandated, and accountable representation.

Members agreed the following core elements:

- **Collective mandate:** Representatives in coordination bodies act on behalf of the Platform and advance agreed positions rather than individual organizational interests.
- **Structured consultation and feedback:** Representatives are required to consult members in advance of key coordination engagements and provide timely feedback after meetings through agreed channels and timelines.
- **Strategic positioning goals:** The Platform confirmed its intention to secure meaningful and sustained participation in key coordination forums and to advance expanded local co-leadership across clusters as a practical measure of localization.

5.5 Transparency, Mapping, and Operational Commitments Adopted

The Assembly reaffirmed that internal transparency and integrity are foundational to external credibility and equitable partnership. Members adopted practical commitments to strengthen accountability and improve the visibility of local actors within humanitarian financing and coordination systems.

Key commitments included:

- Maintain accessible documentation of decisions and governance processes and strengthen regular member communication.
- Conduct a structured mapping of member organizations, including progress on registration and profiles in the United Nations Partner Portal, to improve visibility, identify gaps, and support access to financing.
- Adopt a pragmatic approach to humanitarian reset discussions, advocating for sequenced reforms based on clear benchmarks, local capacity, and sustained funding, with local actors centrally involved in design, implementation, and evaluation.

5.6 Final Communiqué Adopted

The Assembly concluded with the adoption of the Final Communiqué, which consolidated the Platform's strategic commitments, governance decisions, and expectations for engagement with government, UN agencies, donors, and international partners. The Communiqué affirmed the Platform's transition to a member-led institution and confirmed its readiness to operationalize locally anchored coordination through accountable representation, strengthened partnerships, and measurable progress in 2026.

6. WAY FORWARD AND PRIORITY ACTIONS FOR 2026

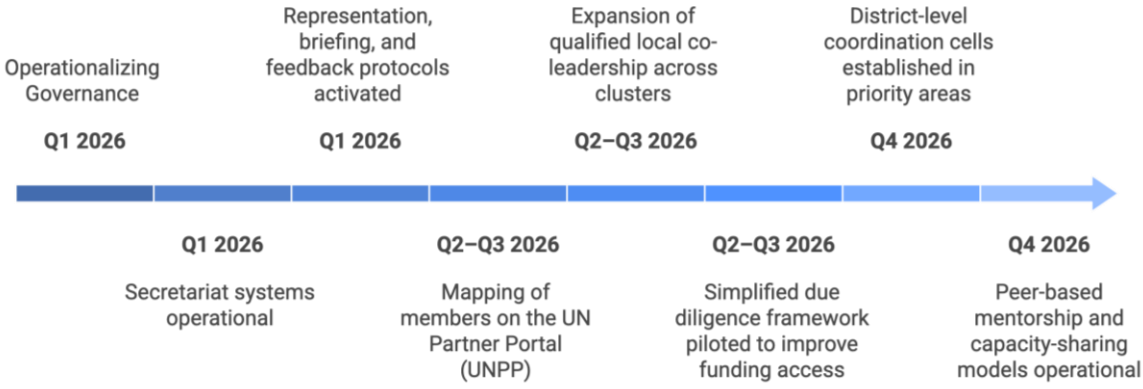
The year 2026 represents the first full operational year of the Platform following its transition from incubation to a member-led institution. The focus shifts from establishing structures to demonstrating impact through credible representation, improved access to financing, strengthened institutional capacity, and tangible influence within Mozambique's humanitarian coordination architecture. Priority actions for 2026 are sequenced to ensure early operational stability while progressively expanding strategic reach and operational presence.



Figure. 9 Plenary discussion of the five core strategic pillars.



Figure. 10 Platform members engaged in group work



6.1 Immediate Priorities (Q1 2026): Operationalizing Governance

The first quarter will concentrate on ensuring that governance and leadership structures function effectively and consistently from the outset. Newly elected National and Regional Conveners will undertake a structured induction process covering representation mandates, coordination protocols, accountability obligations, and communication responsibilities to ensure clarity of roles and expectations. During this period, the Secretariat will fully assume its facilitative role

by establishing internal systems for member communication, meeting coordination, documentation, and decision tracking.

To reinforce accountability from the start of the operational year, feedback and reporting protocols for representatives in coordination bodies will be activated, including standardized briefing and debriefing procedures. These measures aim to ensure that representation is collective, transparent, and responsive to member priorities, laying the foundation for external credibility.

6.2 Short-Term Priorities (Q2–Q3 2026): Visibility, Access, and Influence

The second and third quarters will prioritize strengthening the Platform's visibility within humanitarian systems and improving members' access to coordination and financing opportunities. A comprehensive mapping of member organizations will be conducted, with particular focus on registration status and profiles within the United Nations Partner Portal, proposal development. This mapping will serve three purposes: improving visibility of local actors to UN agencies and donors; identifying common capacity gaps that constrain eligibility for funding; and informing targeted capacity-sharing initiatives.

In parallel, the Platform will actively pursue the expansion of qualified local co-leadership across humanitarian clusters where such representation remains absent. Technical representatives from member organizations will be identified and supported to engage in coordination and leadership roles, contributing to sectoral decision-making and strengthening the integration of local priorities into response strategies.

To address persistent barriers to financing, the Platform will finalize and pilot a simplified due diligence framework aimed at reducing bureaucratic duplication and transaction costs. This framework will support proportionate risk management while facilitating more direct and flexible financing arrangements for local and national organizations, complementing ongoing advocacy with donors and pooled funding mechanisms.

6.3 Medium-Term Priorities (Q4 2026): Deepening Local Coordination and Capacity Sharing

The final quarter of 2026 will focus on consolidating locally anchored coordination and institutionalizing capacity-sharing mechanisms. The Platform will support the establishment of functional district-level coordination cells in selected priority districts, creating structured linkages between frontline response, regional coordination, and national advocacy. These cells will serve as feedback mechanisms to ensure that national positions are informed by operational realities and community-level perspectives.

Simultaneously, the Platform will operationalize peer-based capacity-sharing models that pair established national organizations with smaller community-based actors. These models will focus on institutional sustainability priorities such as financial management, compliance, governance systems, and proposal development, while recognizing and building on existing strengths in service delivery and community engagement. Capacity sharing will be implemented as reciprocal exchange rather than top-down training, reinforcing solidarity and collective growth within the membership.

6.4 Measuring Progress in 2026

Success in 2026 will be assessed through demonstrable progress rather than activity volume. Key measures will include increased and sustained local representation in coordination structures, expanded local co-leadership across humanitarian clusters, improved access to humanitarian financing for member organizations, and strengthened institutional capacity achieved through peer learning and mentorship. Equally important will be evidence of timely feedback, transparency, and accountability within the Platform's own operations.

Through these sequenced actions, the Platform aims to translate its governance decisions and strategic commitments into tangible improvements in coordination effectiveness, partnership equity, and community-centered humanitarian response. The test of 2026 will be whether locally led coordination moves from principle to practice, delivering measurable value to members, partners, and affected communities alike.

7. CONCLUSION

The first Annual General Assembly in Pemba represented a watershed moment for locally led humanitarian coordination in Mozambique. It marked the conclusion of the Platform's incubation phase and the emergence of a legitimate, self-governing institution capable of contributing meaningfully to ongoing discussions on humanitarian reform and the national humanitarian reset.

By formalizing governance structures, articulating a shared strategic vision, and consolidating a unified voice, the Platform advanced the localization agenda from political commitment to operational practice. The Assembly conveyed a clear message to government institutions, United Nations agencies, donors, and international partners: sustainable and effective humanitarian response is not possible without genuine leadership and partnership with local and national organizations.

As reaffirmed in the Final Communiqué, the Platform remains committed to transparency, accountability, and principled engagement, recognizing that trust is

foundational to equitable partnership. Positioned as both a coordination mechanism and a catalyst for change, the Platform stands ready to support a more effective, dignified, and community-centered humanitarian response in Mozambique.