MLHCP
Mozambique Local Humanitarian Coordination Platform

MOZAMBIQUE LOCAL HUMANITARIAN COORDINATION PLATFORM (MLHCP) DUE DILIGENCE AND ACCESS TO HUMANITARIAN FINANCING

2026



REPORT OF THE MLHCP WORKSHOP HELD IN PEMBA

DATE:
9 July 2026
Pemba, Cabo Delgado | Mozambique

1 Purpose

This report sets out the main points of discussion and the outcomes of the workshop convened by MLHCP on due diligence and access to humanitarian financing on 9 July in Pemba. in the spirit of supporting the localisation commitments of the Humanitarian Reset. It is intended to be practical by recording what members reported as challenges and setting out what MLHCP has committed to do to address these, working with its partners.

2 The Workshop

THE WORKSHOP AT A GLANCE	
Date	9 July 2026, 08:30 – 13:00
Format	Hybrid — in person in Pemba and online via Microsoft Teams
Convened & facilitated by	MLHCP
Opening remarks	Nyararai Magudu, President, MLHCP
Participants	65 participants, approximately half attending in person in Pemba and half online, comprising: MLHCP President and Secretariat; provincial representatives and coordinators of local and national member organisations; representatives of the IOM Rapid Response Fund; representatives of FAST-M

The objective of the workshop was to improve local humanitarian actors' understanding of the due diligence requirements applied by funders, and to support them to become eligible for humanitarian financing through stronger administrative organisation, governance and financial systems.

In his opening remarks, the MLHCP National Convner, Nyararai Magudu emphasised that the Platform's practical purpose is to help member organisations put their houses in order so that they can be considered eligible by funders. It was made clear to participants that MLHCP does not itself conduct due diligence and does not guarantee financing. Rather, its role is that of a facilitator: organising and strengthening member organisations and pointing to or indicating windows or doors of potential opportunities with financing mechanisms.

Representatives of the IOM Rapid Response Fund (RRF) and FAST-M presented the due diligence requirements of their mechanisms and indicated a willingness to support the financial accompaniment of local organisations. FAST-M's detailed list of application and due diligence requirements was deferred to a scheduled online session, owing to audio difficulties experienced in Pemba. However, OCHA was not able to participate due to prior commitments.

3 Context

Direct financing of local and national NGOs is a stated priority of the Humanitarian Reset. In Mozambique, the position reported to the workshop in relation to the last US contribution of $80 million to the Mozambique Pooled Fund was as follows:

~4%

of humanitarian funding reached local actors directly

~13%

was passed on to local actors indirectly



Figure 1. Workshop participants in Pemba, with members joining online via Microsoft Teams. Partner assessment requirements under discussion

Due diligence is understood by funders as the principal risk mitigation process. In practice it also operates as a barrier to direct financing as local organisations do not have robust administrative and control structures in place and don't have the resources and means to strengthen these. Funders therefore prefer international partners which in turn reinforces the concentration of funding away from local actors and removes the opportunity through which those structures would be built.

4 Barriers Identified by Members

Participants identified four areas in which due diligence requirements are most frequently not met by local and national organisations:

1 Documentation
Documentation required by funders.

2 Governance
Internal governance arrangements.

3 Financial capacity & control
Financial capacity and control systems, including audit.

4 Programmatic capacity
Programmatic capacity.

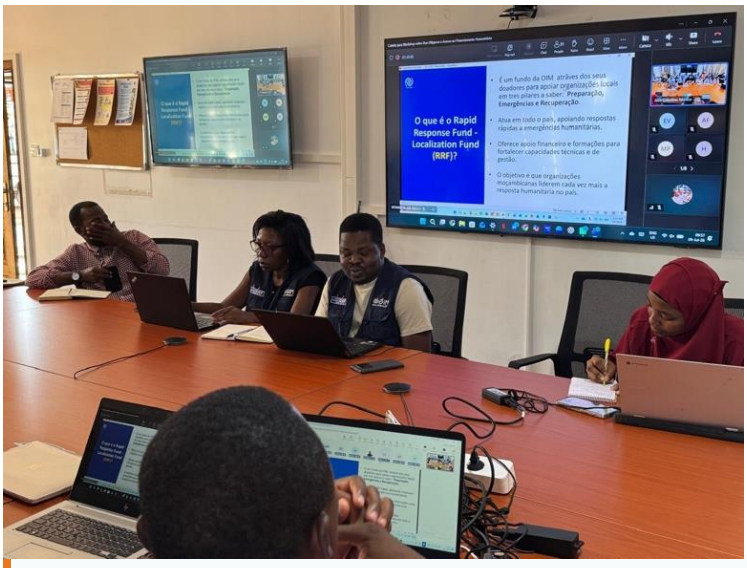


Figure 2. Members discussing due diligence barriers during the Pemba workshop.

5 Why These Requirements Are Difficult to Meet

The following is MLHCP's analysis of the features of current due diligence processes that make them difficult for local and national NGOs to satisfy. It is offered constructively and does not refer to any single mechanism.

Circular requirements

Several requirements can only be satisfied by organisations that have already received funding of a certain size — audited accounts for prior years, or evidence of having managed grants of comparable value. An organisation that has never received such a grant cannot generate the evidence needed to receive one.

Duplication without recognition

Each agency operates its own process. An organisation that has completed due diligence with one agency generally begins again from the start with the next. The cost is borne repeatedly by the organisation and the effort produces no cumulative benefit.

Unfunded compliance

Organisations are expected to have policies, systems and qualified staff already in place before they become eligible, while the cost of establishing them is not itself fundable. Where partnership agreements are awarded, indirect cost recovery is frequently insufficient to maintain those systems.

Absence of feedback

Organisations that do not pass are often not told which requirements they failed to meet or what would need to change. Without this, the process produces exclusion rather than improvement, and the same organisation fails again at the next opportunity.

Language and format

Requirement lists, application forms and online portals are frequently available only in English, and supporting documentation held in Portuguese is not always accepted.

Proportionality

> The same requirements are commonly applied irrespective of the size of the grant or the level of risk involved, so that a small community-based organisation seeking a modest grant faces a process designed for a large one.

6 What MLHCP Has Committed to Do

The Platform recognises that part of the responsibility lies with local and national NGOs themselves. MLHCP has therefore committed to the following:

- **Due Diligence Database.** All members are to complete the MLHCP Due Diligence Database, recording their documentation and compliance status.
- **Mapping.** MLHCP will map the due diligence processes of UN agencies and international NGOs operating in Mozambique, to identify common requirements and points of divergence.
- **Guidance and checklist.** MLHCP will develop guidance and a checklist for members on due diligence processes.
- **Training.** MLHCP will work with other partners to organise training to strengthen members' systems and procedures in the four areas identified above.
- **Help Desk.** MLHCP will establish a due diligence Help Desk to accompany members through the process.
- **Consolidated record.** MLHCP will consolidate the list of member organisations that have already completed due diligence with FAST-M, the IOM Rapid Response Fund and the OCHA Pooled Fund, and present it to UN agencies and international NGOs.

7 Recommendations to Donors and Funding Mechanisms

Participants made the following requests to donors and funding mechanisms, including those represented at the workshop, to help improve the due diligence processes that they have to complete.

1

Passporting (i.e. Recognition of completed processes)

Where a member organisation has satisfactorily completed due diligence with another agency, consider an equivalence review rather than a full new process.

2

Written feedback

Provide organisations that do not pass due diligence procedures with written feedback specifying the gaps identified and what would be required to address them.

3

Proportionate requirements

Apply requirements scaled to the size of the grant and the level of risk, so that smaller grants are not subject to processes designed for large ones.

4

Fund compliance

Include institutional strengthening lines in budgets and set indirect cost recovery at a level (at least 7%) that allows systems to be maintained once established.

5

Portuguese language

Make requirement lists and forms available in Portuguese, and accept supporting documentation in Portuguese.

6

Share your requirements with MLHCP

Provide MLHCP with the full list of your due diligence requirements, for inclusion in the Platform's mapping exercise.

7

Confirm members already assessed

Share with MLHCP, with the consent of the organisations concerned, which members have already completed the due diligence process of your mechanism, so that duplication can be avoided.

8 Follow-up Actions

Action	Responsible
Share previous due diligence experiences with agencies	**MLHCP members**
Complete the MLHCP Due Diligence Database	**All MLHCP members**
Consolidate member information and share it with financing mechanisms	**MLHCP Secretariat**
Map the due diligence processes of UN agencies and international NGOs	**MLHCP Secretariat**
Develop guidance and a checklist on due diligence for members	**MLHCP Secretariat**
Establish a Due Diligence Help Desk for members	**MLHCP Secretariat**
Present the MLHCP Due Diligence Database to UN agencies and INGOs	**MLHCP Secretariat**
Organise training to strengthen members' systems and procedures	**MLHCP Secretariat**
Present the full list of application and due diligence requirements in the scheduled online session	**FAST-M**

9 Contact

Questions on this report, may be addressed to the MLHCP Secretariat at info@placohm.co.mz.

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