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## *Enhancing NAFEZA's Capacity and Impact in Mozambique*

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## Executive Summary

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This report summarises the outcomes, challenges, and strategic lessons learned from the collaboration between 75inQ and NAFEZA (Núcleo das Associações Femininas da Zambézia) from February to June 2025. The main goal of this project was to improve NAFEZA's institutional capacity across three critical areas: capacity building, visibility, and accountability.

Key achievements of this project include, but are not limited to, the development of a M&E framework, the delivery of targeted fundraising and grant-writing support, improved internal documentation processes, bringing NAFEZA together with a local agricultural cooperative to initiate discussions around a potential irrigation project that would leverage NAFEZA's long-standing community presence and networks to support regional development and the launch of NAFEZA's digital presence.

Some key challenges, such as digital infrastructure gaps, internal decision-making pace, and institutional memory issues, highlighted the structural limitations common to many women-led NGOs in the Global South. This report provides recommendations for NAFEZA's policy-makers and its partners to support long-term institutional resilience.



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## Introduction

In the Zambézia Province of Mozambique, where gender and socio-economic inequalities persist, NAFEZA (Núcleo das Associações Femininas da Zambézia) emerged as a strategic response. As a women-led coalition, NAFEZA brings together grassroots organisations united by a shared mission to uplift women and girls through education, advocacy, and sustainable development.



Figure 1 Regional map of Mozambique.  
Retrieved from WorldAtlas

Zambézia remains one of the most vulnerable regions in Mozambique,<sup>1</sup> where barriers such as **limited access to education, gender-based violence (GBV), early unions, economic marginalisation, and inadequate healthcare services severely restrict women's opportunities**. To address these challenges, NAFEZA has developed a multi-faceted intervention strategy to tackle these issues.

Despite its commitment, NAFEZA has faced several institutional challenges that hinder its impact, including limited monitoring and evaluation systems, weak documentation, poor public visibility, and difficulty accessing sustainable long-term funding streams. These gaps have limited the organization's ability to expand their local impact and build donor confidence.

This report captures the collaborative effort between 75inQ and NAFEZA to address these institutional bottlenecks. By focusing on system development, strategic visibility, and capacity building, the initiative aimed to position NAFEZA for long-term resilience, credibility, and growth.

<sup>1</sup> In 2023 the World Bank published a [report](#) about Mozambique in which they show that Zambézia is the one most drought-affected province in the country; floods are too a recurrent hazard. The consequences are reflected in their limited regional development while having deep impacts on health and nutrition of the local communities. The poverty level of Zambézia is one of the highest in the country alongside the neighbouring province Nampula.



## About NAFEZA

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The Núcleo das Associações Femininas da Zambézia (NAFEZA) is a pioneering coalition of women-led organisations established in 1997 to address systemic gender inequality and socio-economic exclusion in Mozambique's Zambézia Province. It began as a collaboration between three founding associations, namely, AMUDDZA, ACTIVA, and ADDOM, which were all formerly part of the Zambézia NGO Forum (FONGZA). Their vision was to strengthen the collective voice and resource mobilisation capacity of women's groups in the province.

NAFEZA now comprises 36 member associations working across sectors such as human rights, education, health (including HIV prevention) agriculture, political participation, and environmental sustainability. It is formally recognised under private law as a not-for-profit entity and non-governmental organisation (NGO) with administrative, financial, and patrimonial autonomy, headquartered in Quelimane.

The organisation's mission is to strengthen women-led associations in promoting the well-being and rights of women at the individual, community, and institutional levels. Its vision is to build a society rooted in gender equality and social justice, where women live with dignity, autonomy, and freedom of choice.

NAFEZA's programmes are structured around **four core strategic pillars**:

- I. **Caring for women:** Improving healthcare access, supporting survivors of GBV, and promoting reproductive health through community outreach, legal support, and advocacy.
- II. **Education and political participation:** Encouraging girls' school reintegration, providing life skills and civic education, and supporting women's leadership in governance.
- III. **Sustainable livelihoods and emergency management:** Supporting women's entrepreneurship, food security, resource control and disaster response
- IV. **Organisational strengthening:** Enhancing governance, resource mobilisation, documentation, and accountability through monitoring and reporting.

Operationally, NAFEZA is led by a five-member Board of Directors and supported by 31 full-time employees, as well as a network of volunteers. It is active in 13 districts across Zambézia, including Quelimane, Inhassunge, Nicoadala, Maganja da Costa, and others. Geographic expansion into additional provinces is under strategic review.

The organisation has received support from international development partners such as UNFPA, UN Women, UNICEF, USAID, and the British High Commission. It collaborates with government institutions, civil society, and international NGOs, though engagement with private sector partners remains limited.



## Objectives and scope of this project

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This project was conceived as a strategic collaboration between 75inQ and NAFEZA to enhance the institutional capacity and long-term resilience of NAFEZA. The partnership focused on three pillars of institutional strengthening: **operational capacity building**, **visibility enhancement**, and **accountability systems**.

The objectives included:

- **Developing a functional Monitoring & Evaluation (M&E) framework** to enable evidence-based decision-making.
- **Improving internal documentation systems**, including the standardisation of project reporting and financial tracking protocols, and preserving institutional memory.
- **Strengthening fundraising capabilities** through workshops, templates, and hands-on support for proposal development.
- **Enhancing public visibility** by establishing a professional digital presence and storytelling tools.
- **Building communication strategies** to connect with partners, communicate impact effectively, and grow NAFEZA's presence in relevant networks.
- **Reinforcing internal governance** and policy alignment with donor expectations.

The scope of the project extended beyond short-term deliverables, aiming to introduce long-lasting systems that foster a culture of transparency and professionalism within NAFEZA. These foundations intended to raise NAFEZA's credibility with donors, improve operational efficiency, and expand its capacity to serve its network of member associations.

## Methodology

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This project took on a participatory, context-sensitive methodology designed to build trust, leverage local knowledge, and ensure that interventions were grounded in NAFEZA's operational realities. The methodology combined remote collaboration with in-person fieldwork and iterative learning processes.

### Key Components:

- **On-Site Engagement:** A field visit was conducted in Quelimane, Zambézia, in November 2024, and again in March 2025. This enabled face-to-face collaboration with staff, discussions with government officials, and direct observation of organisational practices, and contextual grounding of training and support.
- **Workshops and Capacity Building:** Eight structured workshops were held:
  - 3 sessions on Monitoring & Evaluation (M&E)
  - 2 sessions on fundraising and proposal development
  - 1 session on SWOT analysis
  - 1 session on Theory of change
  - 1 session on digital tools and documentation. These workshops used interactive learning techniques, real-world case examples, and participatory exercises such as SWOT analysis and planning-by-objectives.
- **Staff Inclusion and Mentoring:** Eleven core staff participated, with a focus on cross-training and skill transfer. Mentorship continued throughout the project to reinforce practices and respond to ongoing questions.



- **Tools and Technology:** Open-access tools such as Canva, Excel, and shared Google Drives were employed to create accessible templates for reporting, budgeting, and communication.
- **Feedback Loops:** Feedback sessions included reflection moments, tasks and feedback surveys to adapt the training pace and content.
- **Remote Collaboration:** Given infrastructure and funding challenges, remote collaboration tools were used to maintain momentum before and after the site visit. These included email follow-ups, shared digital folders, and regular check-ins with focal points.

## Results and achievements

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This section shows the institutional gains made by NAFEZA through the support of 75inQ, with a focus on capacity building, visibility and documentation. These efforts laid the groundwork for a more effective, transparent, and fundable organisation.

### Capacity Building

- A comprehensive Monitoring & Evaluation (M&E) framework was co-designed and implemented.
- 11 staff members were trained in data collection, documentation, and reporting using Excel, Word, Canva and the Microsoft Office suite.
- Standardised KPIs and templates were introduced to improve consistency across programs.

### Fundraising

- A practical fundraising workshop introduced proposal structures, budget tools, and donor mapping.
- 4 funding proposals were submitted; 2 were shortlisted.
- A donor pipeline was initiated with the help of compliance matrices and planning tools.

### Visibility and Communications

- A structured communication strategy was implemented.
- Social media platforms (Instagram, Facebook, LinkedIn) were launched.
- A website design was completed and awaits registration.
- Infographics, staff profiles, and stories were developed to increase visibility.

### Documentation and Internal Governance

- Staff began grouping projects thematically using unified templates.
- Workshops emphasized routine documentation, institutional memory, and internal transparency.

### Summary Table of Key Outcomes

Focus Area	Output	Outcome
M&E	Framework + training	Data-informed program tracking
Fundraising	Tools + proposals	2 shortlisted applications
Visibility	Digital platforms + materials	Improved public engagement
Documentation	Standard templates	Better consistency and transparency
Governance	Policy and cross-training	Reduced dependency and bottlenecks



## Challenges and structural constraints

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The implementation of the project was shaped by a range of challenges, many of which are deeply rooted in the specific socio-economic and geographical conditions of the region. The project took place in a severely underdeveloped and geographically isolated area of Mozambique, where systemic poverty, limited infrastructure, and restricted access to basic services are persistent realities. These constraints are not merely incidental, but rather the result of long-standing structural inequalities and limited investment in rural development. In such contexts, challenges such as logistical difficulties, resource scarcity, and reduced institutional capacity frequently emerge and can significantly impact the delivery and sustainability of development initiatives. The key issues encountered during implementation are summarised below:

- **Digital Gaps:** Internet instability and limited access to devices and modern software impeded virtual training and remote follow-up.
- **Infrastructural limitations:** The region is transport-isolated – no rail, poor roads and unreliable air transport significantly affects NAFEZA's strategic outreach.
- **Staffing and Skills Gaps:** A lack of proficient English-speaking staff limited workshop participation, documentation, and proposal writing. All training had to be executed through a translator. Majority of the staff speak only Portuguese, and this affects their ability to build a global brand and to respond to calls for tender in English, or to interact freely with English-speaking donors.
- **Organisational Culture:** Institutional decision-making remained hierarchical and slow. Entrenched habits made it difficult to integrate new governance and documentation practices within the short project timeline.
- **Limited Time Frame:** The three-month engagement period was insufficient to embed deeper reforms in financial governance or long-term strategic planning.
- **Political and Operational Landscape:** Delays related to local bureaucracy, competing organisational priorities, and leadership availability slowed some deliverables.
- **Political Instability:** The political atmosphere was charged with uncertainty, and logistics became unpredictable, especially for trainers flying into Mozambique from their home countries.
- **Limited Funding:** NAFEZA's limited funds resulted in the shelving of some necessities, such as a domain for their website and sponsorship of volunteers.

## Fundraising-specific challenges

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NAFEZA's fundraising capacity assessment revealed a scenario of significant contrasts, where promising potential coexists with structural limitations that demand priority attention. The organisation demonstrates a deep understanding of its institutional mission and values, along with a notable capacity to articulate how various organisational pillars could be strengthened through strategic fundraising initiatives. However, this potential contrasts significantly with the fragility of systems and methodologies for effective operationalisation of fundraising strategies.

### Current financial management challenges

The analysis identified a concerning absence of structured processes for planning, implementing, and evaluating fundraising initiatives, which substantially compromises the organisation's ability to transform its theoretical potential into concrete results. NAFEZA's financial management remains characterised by practices that refer to a family structure, with informal and centralised processes





that, although they may provide agility in certain circumstances, represent significant obstacles to the expansion and diversification of funding sources.

### **Financial governance challenges**

The absence of essential systems such as an institutional bank account dedicated exclusively to the organisation's activities exemplifies this informality and constitutes a concrete impediment to accessing certain types of funding, especially those from more institutionalised sources that require compliance with established standards of financial governance. This situation not only limits the potential volume of resources raised but also compromises the organisation's credibility with strategic stakeholders.

### **Lack of documentation**

NAFEZA has been active for nearly three decades and involved in numerous projects, yet there is little documented evidence or institutional memory of their work. When asked to provide details, only a limited number of projects could be presented, revealing a significant gap between their long-standing local presence and formal evidence of their work. This affects stakeholder trust and possible access to sustained funding opportunities.

### **Donor relationship management**

A concerning absence of structured strategies for maintaining and cultivating ties with previous supporters was identified. The organisation does not have a system for systematic monitoring of these relationships, losing valuable opportunities for renewal of support and expansion of already established partnerships. This gap results in constantly renewed efforts to identify new funding sources, when the development and deepening of existing relationships could represent a more efficient and sustainable fundraising strategy.

### **Capacity and communication barriers**

With limited expertise in foreign proposal development and language proficiency, navigating funding opportunities can be challenging. This limits engagement with potential donors and limits their ability to tailor applications to specific criteria.



## Lessons learned for institutional support

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Given the specific context in which this project was carried out – including the limited timeframe, the complex local realities, and the structural challenges faced – we have drawn several important lessons about supporting institutional development in under-resourced settings.

- **Progress takes time:** Organisational strengthening is a long-term process. Short-term interventions can cause change, but they need follow-up and reinforcement.
- **Documentation is empowerment:** Teaching staff how to track and record their own activities was one of the most effective and sustainable interventions.
- **Visibility requires ownership:** Social media strategies work best when fully integrated into the team's daily routine. Without internal buy-in, digital channels can go dormant.
- **Fundraising must be localised:** Proposal writing training was well-received, but it requires contextual adaptation. Teams benefit from ongoing mentorship as they navigate real submissions.
- **Technology is a barrier and an enabler:** Training in basic digital tools (Canva, proposal templates) increases team confidence, and ownership of tasks pertaining to documentation and fundraising..

## Fundraising-specific lessons

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The fundraising component of the project revealed several key insights that are particularly relevant for organisations operating in under-resourced and structurally constrained environments. In such contexts, fundraising is not only about writing proposals or identifying donor; it is deeply connected to internal systems, institutional readiness, and long-term relationship building. Strengthening these areas requires more than one-off training sessions; it involves improving internal processes, creating a culture of accountability, and building the organisational memory needed to engage effectively with funders. Based on our experience, we identified the following critical lessons:

- **Systematic Information Management is critical:** The lack of structured fundraising databases significantly hampers organisational learning and credibility building with donors.
- **Financial professionalization enables growth:** Informal financial practices limit access to institutional funding sources that require established governance standards.
- **Donor relationship cultivation is more efficient than constant prospecting:** Investing in maintaining relationships with previous supporters represents a more sustainable strategy than continuously seeking new funding sources.
- **Institutional memory documentation empowers future success:** Organizations benefit exponentially from systematically recording and analyzing their fundraising history.

## Observations

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The three-month capacity-building initiative with NAFEZA demonstrated both the potential and limitations of



short-term institutional strengthening interventions in resource-constrained environments. The participatory methodology employed, co-designed workshops and hybrid mentoring approaches, were effective in generating immediate outputs such as standardised documentation system, communication frameworks, and proposal development capacities.

NAFEZA's staff showed high levels of engagement with new tools and methodologies, particularly in monitoring and evaluation systems and digital communication strategies. They seemed enthusiastic to discover new and efficient ways to accomplish tasks using technology. The successful submission of four funding proposals and establishment of social media presence with over 2,500 views pointed to measurable progress in organisational visibility and resource mobilisation capacity. The team however observed persistent structural constraints that limit organisational autonomy and sustainable growth. These observations align with existing literature on capacity building that emphasises the necessity of long-term accompaniment models for sustainable organisational development in similar contexts.

### **Centralised decision-making patterns**

Most decisions within the organization were made by the director alone. She held all key information about operations, which meant that even minor tasks, such as approving social media content, could not proceed without her input. This limited the autonomy of staff and often led to delays

### **Informal financial management systems**

The organization lacked a formal structure for financial management. Transactions and records were handled informally, without standardized tools or documentation. This made it difficult to ensure transparency, accountability, or long-term planning.

### **Reliance on specific individuals for fundraising activities**

All fundraising efforts depended heavily on the director. She was the only one who received calls for proposals, evaluated them, and made decisions on which to pursue. Other team members were not involved in the process, largely because they lacked access to the relevant information and were already overwhelmed with their own responsibilities.

### **Weak systems for documentation and institutional memory**

There was no central repository for organizational records. Project documents were inconsistently stored, if at all, and there was no template or system for standardizing documentation. When the 75inQ team supported the development of a website, it became clear that retrieving even basic information was time-consuming due to the scattered nature of the records.

### **Difficulty sustaining new systems and practices**

While structured processes were introduced during a proposal development training, the organization struggled to maintain them. When the team later received a tender to manage independently, they returned to their previous informal methods. Without continuous reinforcement and internal accountability, new practices could not take root.



## Recommendations for NAFEZA

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The following recommendations take into consideration the current operational constraints, institutional maturity, and the need for low-cost and scalable solutions. They are intended as a flexible roadmap, with some actions suitable for immediate adoption and others designed for gradual implementation over time:

- Prioritise internal digital literacy
- Designate clear roles for communications and fundraising.
- Institutionalise documentation practices with periodic review.
- Standardise and simplify internal documentation.
- Organise project files into clearly labelled folders (by year and activity).
- Translate key organisational documents into English or other donor languages to improve external communication.
- Formalise a social media presence and schedule regular publications to maintain visibility.
- Develop a donor and partner database, including a system for mapping, tracking, and updating funding opportunities and relationships, to support more strategic, long-term engagement.

## Strategic Fundraising Recommendations

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### Immediate priority actions:

#### **Professionalise financial management:**

- Open an exclusively institutional bank account separate from personal accounts
- Implement an integrated financial management system with specialised software for non-profit organisations
- Develop a manual of financial procedures establishing clear parameters for resource management and accountability

#### **Implement fundraising information management system:**

- Develop a robust database for recording all fundraising activities, applications, grants received, and donor relationships
- Designate a specific staff member responsible for system maintenance and continuous updating
- Create a systematic process for performance analysis and strategic planning

#### **Develop a structured donor relationship program:**

- Map all historical supporters with detailed information about previous support
- Establish protocols for regular communication and personalised accountability
- Create an annual calendar of planned interactions beyond funding requests
- Implement specific strategies for re-engagement with previous funders

#### **Strengthen institutional memory and identity:**

- Reconstruct and systematize organisational memory with emphasis on results achieved through externally funded projects
- Create a comprehensive timeline document highlighting significant milestones and achievements
- Start a portfolio of case studies illustrating concrete impact in different operational areas
- Establish a clear and convincing institutional narrative about mission, vision, and values

#### **Strategic source diversification:**

- Develop a deliberate strategy for reducing dependence on specific funding modalities



- Map potential resource sources aligned with the organisational mission and values
- Create specific action plans for each priority fundraising modality
- Establish a program of recurring individual donations, starting with team networks

### Medium-term strategic development:

- Prioritise internal digital literacy with clear roles for communications and fundraising
- Institutionalise documentation practices with periodic review processes
- Develop an annual strategic fundraising plan with clear goals and performance indicators
- Establish regular training programs for fundraising capacity development.
- Leverage local radio stations and community gatherings to amplify NAFEZA's impact, bypassing the need for always-on digital platforms while building recognition in rural areas.

### Long-term strategic development

While the following strategies reflect a pragmatic and locally rooted vision for long-term development, their realisation remains fragile, not due to lack of intent, but because of enduring systemic and infrastructural barriers. In environments like Zambézia, even modest institutional upgrades require navigating chronic digital exclusion, language hierarchies, limited mobility, and under-resourced local systems.

Without sustained and unrestricted investment, even realistic strategies can stall. There is a genuine risk that well-intentioned roadmaps become unattainable not because they are ambitious, but because they rely on enablers, like internet access, professionalised staff, or consistent funding that simply do not exist at scale in this context

#### Maputo Presence through Representation or Proxy

Establish *minimal but strategic* representation in Maputo, whether through a designated liaison, a partnership with a national NGO, or a shared office to bridge the knowledge and access gap to donors, embassies, and ministries.

#### Dual-Layered Documentation System

Establish a low-tech archival strategy: digital summaries for donor communication, and printed reports stored locally for staff learning and continuity. This addresses the digital divide while preserving institutional memory.

#### Applied English Capacity for Strategic Communications

Pilot a basic, context-specific English training circle focused on donor communication phrases, proposal keywords, and email writing that is facilitated through peer learning or volunteer-led sessions.

#### Tactical Regional Networking and Influence

Build a relationship map of Zambézia-based actors (civil society, media, religious leaders, government officials) and begin routine engagement, not for visibility alone, but to become a go-to regional interlocutor for women's rights and development concerns.

#### Donor Awareness and Landscape Familiarisation

Invest in a living, low-tech "Donor Map", a printed or offline-access document that outlines key donor types, contact points (e.g., EU, embassies, UN), and alignment opportunities. Update it twice yearly and use it to guide intentional relationship-building.



### Cultivation of a Small Donor Base

Develop a micro-donor base starting with Mozambican professionals, diaspora members, and allies who can commit to symbolic but regular contributions to build the muscle of donor stewardship and recurring engagement.

The following roadmap, Figure 2, is not a fixed path, but a flexible guide to support NAFEZA's long-term growth. It is designed to strengthen what already exists, not to replace it, and should be followed at a pace that reflects NAFEZA's own rhythm, priorities, and realities. As the organisation moves forward, it is equally important to protect what has already been achieved. Without systems to document and recall decades of community work, much of that progress risks being lost. Preserving this legacy is not only about honouring the past — it is a foundation for future strategy, credibility, and partnership.



Figure 2 Roadmap recommendations for NAFEZA. Source 75inQ



## Recommendations for Partners

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When working in regions like Zambézia – or in similarly under-resourced and geographically isolated areas – partners should approach support with a clear understanding of the broader context and day-to-day realities on the ground. A first-hand visit or initial assessment before the project begins can be especially valuable, helping partners to better understand local dynamics, identify real needs, and build trust early on. Existing community organisations, already rooted in the local context, should be seen as key actors rather than passive beneficiaries. Their knowledge, relationships, and legitimacy offer a strong foundation for more effective collaboration.

Standard project models often fall short when applied without adaptation. Successful approaches are those that are culturally sensitive, language-aware, and tailored to the specific operating environment. Communication must be accessible, timelines realistic, and flexibility built in from the start. With the right groundwork, partners can move from delivering support to co-creating solutions. The following recommendations aim to guide future work in similar contexts toward deeper, more lasting impact.

- **Structure support over longer timelines, with embedded follow-up and mentorship**  
Institutional change in contexts like Zambézia cannot occur within three-month cycles. Partners should consider multi-phase engagements with built-in reflection points, allowing organisations time to absorb, adapt, and institutionalise new systems and practices.
- **Support unrestricted funding where possible to allow for structural investments**  
Core needs such as internet access, basic equipment, transportation, and internal staff time often remain unfunded under traditional project grants. These foundational elements are essential for operational continuity and long-term organisational growth.
- **Consider in-person or embedded accompaniment models to deepen impact.**  
Short training sessions are rarely enough to change deeply rooted practices. Accompaniment models, where technical support is delivered through close mentorship or embedded advisors, can help bridge the gap between knowledge and implementation, particularly in financial governance and documentation.
- **Ensure access to networks and information by reducing the Maputo barrier**  
Regional organisations like NAFEZA often lack awareness of national and international opportunities due to their physical and informational distance from capital-based donor activity. Partners can help by facilitating introductions, supporting minimal representation in Maputo, and proactively sharing relevant opportunities.
- **Prioritise local legitimacy as a valid and valuable outcome**  
Regional trust and recognition, such as relationships with local officials, media, and community networks, are critical indicators of impact. Donors and partners should view local influence as a strategic asset and actively support initiatives that strengthen it.
- **Invest in Movement Infrastructure**  
Organizations like NAFEZA operate within networks of activists, informal leaders, volunteers, and community champions. Supporting only the "central" organization misses the broader movement. Funders should look for ways to invest in shared tools, communication channels, transport hubs, or meeting spaces that benefit the wider ecosystem.





## Conclusion

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This project marks an important chapter in NAFEZA's institutional journey. Despite facing real structural constraints, the organisation demonstrated openness, adaptability, and a clear desire to grow. The success of this short-term intervention lies not in the completion of deliverables alone, but in the internal shifts it initiated.

The collaboration between Stichting 75inQ and NAFEZA has revealed both the immense potential and the systemic challenges that characterize women-led organisations in the Global South. NAFEZA's commitment to serving 36 member associations across 13 districts in Zambézia Province, combined with their willingness to embrace new systems and methodologies, positions them as a vital force for gender equality and social justice in Mozambique.

The institutional gains achieved during this engagement, from the implementation of M&E frameworks to the establishment of digital presence, represent more than technical improvements. They signify a fundamental shift toward evidence-based decision-making, enhanced transparency, and professional accountability that will serve NAFEZA's mission for years to come. The fact that 11 staff members were trained across multiple competency areas creates a ripple effect that extends beyond individual skill-building to organisational culture transformation.

However, this project has also illuminated the persistent structural barriers that constrain the growth of grassroots organisations in resource-limited contexts. The digital infrastructure gaps, language barriers, and informal financial management practices highlighted throughout this engagement are not unique to NAFEZA. They reflect broader systemic inequities that affect women-led civil society organisations across Sub-Saharan Africa. These challenges require sustained, multi-stakeholder approaches that go beyond individual organisational capacity building.

Moving forward, the sustainability of this intervention will depend on NAFEZA's ability to institutionalize the systems and practices introduced during the collaboration. The organisation's demonstrated adaptability and the enthusiasm shown by staff during training sessions provide reason for optimism. However, the challenges identified, particularly around digital literacy, institutional memory, and formalized governance, will require ongoing attention and support.

For the broader development community, this project offers valuable insights into the complexities of capacity building in contexts marked by resource constraints and infrastructural limitations. It reinforces the importance of context-sensitive approaches that respect local knowledge while introducing international best practices. The participatory methodology employed, combining remote collaboration with in-person engagement, proved effective in building trust and ensuring cultural appropriateness of interventions.

The strategic lessons learned extend beyond NAFEZA to inform future partnerships with women-led organisations in similar contexts. The emphasis on documentation as empowerment, the critical importance of sustained mentorship, and the need for longer engagement timelines are insights that can guide more effective support strategies for grassroots organisations throughout the Global South.

As NAFEZA continues to implement the systems and strategies developed through this collaboration, the organisation stands poised to strengthen its impact across Zambézia Province and potentially expand to other regions of Mozambique. The foundation laid through this project, encompassing improved M&E capacity, enhanced fundraising capabilities, and strengthened digital presence, creates new possibilities for sustainable growth and increased influence in advancing women's rights and gender equality.





Ultimately, this collaboration demonstrates that meaningful institutional change is possible even within constrained timeframes and limited resources. The key lies in combining technical capacity building with genuine partnership, cultural sensitivity, and a commitment to addressing both immediate needs and long-term structural challenges. NAFEZA's journey toward enhanced institutional resilience serves as both an inspiration and a roadmap for similar organisations working to create lasting change in their communities.