

# ART PAPDEL MOZAMBIQUE PROGRAMME “Local Economic Development Programme”

## GENERAL INFORMATION

In order to reduce poverty and according to its Action Plan for the Reduction of Absolute Poverty for 2006-2011 (PARPA II), the Mozambican Government has prioritised several fields of intervention: the improvement of macro-economic and financial management, human capital, agriculture, education, health and basic infrastructures, and governance. Within this context, the improvement in the provision of public services and the reform of the public administration are major challenges. Decentralisation and local development, particularly in rural areas, have been understood as essential and timely instruments to promote development across the country.

The ART PAPDEL Programme in Mozambique is based on Government priorities and focuses mainly on Local Economic Development (LED). It aims at complementing and strengthening the already in place PNPF (National Programme for Decentralised Planning and Finance) by integrating the LED component into local development plans. Moreover, it is centred on strengthening the capacities of LED administrations and relevant actors at all levels; improving territorial planning in order to enhance participative and competitive human and economic development; and promote tools and methodologies to foster knowledge transfers between the different stakeholders at local, national and international levels in all thematic areas contributing to LED processes.

The Programme has as a general purpose to develop LED capacities at all levels and has the following objectives: 1. The establishment and strengthening of LED related development institutions such as the LEDAs, Departments for Rural Promotion (DRP), and business incubators; 2. The insertion of LED into local strategic planning processes; 3. The promotion of and support for innovative business initiatives; 4. The establishment / strengthening of national and local coordination mechanisms; and 5. The creation of a LED knowledge management system through the establishment of a LED Masters degree and its mainstreaming in relevant courses as well as the promotion of international cooperation (South-South, South-North).

ART PAPDEL carried out its preparatory assistance phase in 2008 after which it began its implementation phase in 2009, covering 16 districts and 10 municipalities in 4 pilot provinces: Cabo Delgado, Gaza, Inhambane and Nampula. Depending on the outcomes and availability of resources, the Programme will gradually cover all the districts and municipalities within those 4 provinces. Moreover, it will also cover the entire country with the insertion of the LED approach into district and municipal planning.

## RESOURCE MOBILISATION AND EXECUTION

As for financial implementation, in 2009 the Programme mobilised a total amount of 1,577,140.76 USD and executed a total of 1,233,863.66 USD, out of which 773,391.26 USD were directly executed by the government. The financial execution by province was 99% in Nampula, 99% in Cabo Delgado, 82% in Inhambane and 59% in Gaza.

INSTITUTION	AMOUNT IN USD
<b>a. Bilateral Cooperation</b>	Total: 1,141,512.23
Spanish International Development Cooperation Agency (AECID).	Mobilised: 1,141,512.23
	Executed: 824,560.24
<b>b. Decentralised Cooperation Partners</b>	Total: 685,628.3
Catalan Agency for Development Cooperation (ACCD)	Mobilised: 111,059.51
	Executed: 84,734.40
Government of Valencia	Mobilised: 324,569.02
	Executed: 245,031.86
Extremadura International Development Cooperation Agency (AEXCID)	Mobilised: 250,000.00
	Executed: 0
<b>c. Others</b>	
Reversals Vehicles	Mobilised: 79,537.16
	Executed: 0
<b>Total Mobilised</b>	<b>1,577,140.76</b>
<b>Total Executed</b>	<b>1,154,326.50</b>

## PROGRAMME AT A GLANCE

<b>Duration</b>	The ART PAPDEL Programme-Document for 2009-2011 was signed in 2009. 2008: Programme Preparatory Phase. 2009: First Implementation Phase.
<b>Donors and Partners</b>	<p><b>National Counterpart:</b> National Directorate for the Promotion of Rural Development (DNPDR), under the Ministry of Planning and Development as implementing partner and Programme coordinator.</p> <p><b>Bilateral Partners:</b> Spanish International Development Cooperation Agency (AECID).</p> <p><b>Decentralised Cooperation Partners:</b> Extremadura Agency for International Development Cooperation (AEXCID); Government of Valencia; Catalan Agency for Development Cooperation (ACCD); Fund of Andalusia Municipalities for International Solidarity (FAMSI).</p> <p><b>UNS Agencies:</b> UNIFEM; UNESCO; ILO; UNDP.</p> <p><b>National Partners:</b> National Directorate for the Promotion of Rural Development; Ministry of State Administration; Ministry of Industry and Trade; Ministry of Science and Technology; Provincial and District Governments of Cabo Delgado, Gaza, Inhambane and Nampula; LEDAs in Cabo Delgado, Gaza, Inhambane, Nampula and Manica; National Network of Local Economic Development Agencies (REDEL); National Association of Mozambican Municipalities (ANAM); Small and Medium Enterprises Institute (IPEME); University Eduardo Mondlane (UEM).</p>
<b>Budget</b>	The estimated cost of the Programme is 7,143 million USD for the 3-year period. Funds Mobilised in 2009: 1,577,140.76 USD Funds Executed in 2009: 1,154,326.50 USD
<b>National Management</b>	<p>The ART PAPDEL Programme follows the National Execution Modality and has been established within the structure of the DNPDR at the Ministry of Planning and Development. It is under the coordination of the National Director, who relays on the support of an international Chief Technical Advisor (CTA) for the day-to-day implementation and technical orientation of the Programme at local, national and international levels, and for guaranteeing knowledge transfers.</p> <p>The <b>National Coordination Committee (CNC)</b> is chaired by the Minister of Planning and Development and includes representatives from the Ministries of Foreign Affairs, Education and Culture, Science and Technology, State Administration, Finance, Agriculture, Industry and Trade, Public Works and Housing, Tourism, Fisheries and Labour as well as from the UNDP and the Spanish Cooperation.</p> <p>A <b>National Working Group</b> was established in 2009, integrated by representatives of relevant ministries and other state entities, higher education institutions, economic associations, ANAM, among others.</p>
<b>Local Management</b>	The implementation of the Programme in the Provinces of Nampula, Cabo Delgado, Gaza and Inhambane is run by the <b>Provincial Planning and Finance Directorates</b> , through their <b>Departments for the Promotion of Rural Development (DPDR)</b> , with the technical support of the Local Economic Development Officers and the CTA. The Programme is also enhanced and strengthened by the establishment of LED Working Groups at the provincial, district and municipal levels, as well as by specific thematic working groups.

## RESULTS AND ACTIVITIES AT THE LOCAL LEVEL

**Strengthening of LEDAs and DPDRs:** ► Assessment of LEDAs and DPDRs throughout the country, applying common diagnosis templates. The collected data allowed the identification of the following priority needs: support for the formulation of the Strategic District Development Plans (PEDDs); redefinition of statutes in order to guarantee greater participation by national and local stakeholders; strategic reorientation towards LED; and improvement of the capacity to establish national and international partnerships. ► Strengthening of 4 LEDAs and 5 DPDRs in Cabo Delgado, Nampula, Inhambane, and Gaza. ► Establishment of agreements between the LEDAs of Nampula, Inhambane and Gaza and the DPDRs in order to provide the LEDAs with the financial resources needed to jointly undertake LED activities.

**Promotion and support of business initiatives and incubators:** ► Signature of a 40,000 USD agreement with the Institute for the Promotion of Small and Medium Enterprises (IPEME) for the establishment of business incubators and IPEME capacity building on LED.

**Mainstreaming of local economic development (LED) into development plans:** ► Implementation of activities to develop the mainstreaming of the methodology on LED into the DPDRs and LEDAs, in collaboration with the National Programme for Decentralised Planning and Finance (PNPFD).

**Establishment of local coordination mechanisms:** ► Establishment of the Nampula, Gaza and Inhambane Provincial Working Groups (PWG), which include the state institutions involved with LED, the civil society and the private sector. ► Creation of Working Groups in 11 Districts (DWG) out of the 14 that were selected, including District governments, the Local Consultative Councils (LCCs) and the civil society.

**Implementation of strategic impact projects:** ► Assessment of 21 projects and approval of 9 of them. ► Comprehensive implementation throughout 2009 of three of the approved projects: organisation of the entrepreneurial fairs of Massinga in the Inhambane Province, and those in Mozambique Island and Memba in the Nampula Province.

**Training activities:** ► Organisation of 11 training sessions on the elaboration of viability studies for income generating projects, local economic development, business planning and management, budgetary and organisational management and the provision of licenses for small scale construction activities. Such sessions involved 608 members and representatives from the DPDRs, LEDAs, PWGs and DWGs, provincial and district governments, LCCs, district services, beneficiaries of the Local Initiative Investment Budget (OIIL), associations, local constructors, producers and artisans.

## Gaza Province

**Strengthening of LEDAs, DPDRs and Working Groups:** ► Restructuring of Gaza's Local Economic Development Agency (APDG) and assistance for the elaboration of its 2009-2013 Strategic and Operational Plan. ► Technical assistance in the formulation of an institutional agreement that will result in 94,789.90 USD for the APDG. ► Organisation of training sessions in project management and development of viability studies, benefiting 33 members of the APDG and the LED Provincial Working Group (PWG). ► An advisor on LED was made available and the DPDR provided with computer and office equipment.

**Insertion of the LED approach into local strategic planning:** ► Organisation of several capacity building sessions: one for the DPDR and two for the Manjacaze and Chókwè District Working Groups on identifying potentialities and business opportunities, LED vectors, value chains and territorial marketing; and one for the Gaza Provincial Working Group and the APDG on local economic development, which was attended by 32 participants. ► Analysis and revision of the Manjacaze District Strategic Development Plan (PEDD). ► Organisation of technical sessions with the Government Institutional Programme (PCIG) concerning the technical and methodological aspects of inserting the LED approach into the PEDDs, particularly in the Manjacaze District.

**Establishment of local coordination mechanisms:** ► Setting up of the Provincial Working Group, integrated by 33 members. ► Creation of the District Working Groups of Mandlakazi integrated by 23 members, Chókwè by 25 members and Bilene by 13 members. ► Organisation of 5 meetings to promote the ART PAPDEL Programme, two in Xai-Xai (meetings with the Provincial Government and the PWGs) and one in each of the other districts.

**Implementation of strategic impact projects:** ► Identification and implementation of baseline and viability studies for 12 impact projects in the fields of market construction and rehabilitation, small industries for processing fruit and vegetables, irrigation systems and agricultural fairs. ► Identification of 2 projects for financing: final construction of the Xilembene market in the Chókwè District and rehabilitation of the Central Market in the Guijá District.

## Nampula Province

**Strengthening of LEDAs, DPDRs and Working Groups:** ► Provision of computer and office equipment to the Nampula LEDA (ADELNA); capacity building on LED and territorial marketing for 4 members of the technical staff and the executive director. ► Support to the ADELNA on the elaboration of the methodology for the inclusion of the LED approach into district planning and the creation of 5 methodological guides on territorial marketing, viability studies and projects, financial management, technical assistance and capacity building, and value chains. ► An advisor on LED was made available and the DPDR provided with computer and office equipment.

**Insertion of the LED approach in local planning:** ► Capacity building on validation and quantification of LED vectors for 25 officials from the Districts of Eráti and Lalaua. ► Identification and analysis of 5 LED vectors: corn and cassava for the Eráti District; and cotton, sesame and corn for the Lalaua District.

**Promotion and support to business initiatives:** ► Organisation of capacity development sessions on carrying out viability studies for income generating projects for 17 representatives from the provincial government and beneficiaries of the OIIL Initiative; 5 district representatives and 4 members of the LCC of the Nacala-a-Velha District; and for 17 beneficiaries of the OIIL and 5 officials of the Murrupula District. ► Consolidation of 7 Associated Rural Micro Enterprises (MERAs) for the production of local materials through capacity building of 32 entrepreneurs and workers from the Districts

of Eráti, Meconta, Mecuburi, Memba and Ribaue. ► Capacity building for representatives from emerging local economic initiatives: 52 local entrepreneurs from Eráti, Lalaua and Memba Districts; 6 telephone operators (Ministry of Agriculture liaison and field officers) and administrative personal from the Lumbo Millennium Village; 25 entrepreneurs from Lumbo and 15 young professionals from the Mozambique Island Association of Tourist Guides.

**Establishment of local coordination mechanisms:** ► Establishment of the Provincial Working Group and the Eráti and Mozambique Island District Working Groups, which include representatives from the District Governments, civil society organisations and the private sector. ► Creation of 5 thematic sub-groups on value chains, finances, technical assistance to the productive sector, business climate and market information, which include 80 members from the Government, civil society and the private sector. ► Organisation of 9 meetings with the thematic sub-groups: 3 on value chains, 2 on business climate and 2 on financing, while the other sub-groups held one meeting each.

**Implementation of strategic impact projects:** ► Organisation of the entrepreneurial fair of Mozambique Island, with the presence of 8 exhibitor groups and 2,200 visitors. ► Organisation of Memba's agriculture and fishing economic fairs, encompassing 35 exhibitor groups and around 1,500 visitors. 600 of the participants benefitted from the subsidised sale of agricultural inputs. ► Launching of a project to build a market place in the Namiroa Administrative Post (Eráti) and to rehabilitate the market place in the Capital of the Mossuril District. ► Formulation of a project to build a Tourism Information Counter in Mozambique Island.

## Inhambane Province

**Strengthening of LEDAs, DPDRs and Working Groups:** ► Strengthening of the Inhambane Economic Development Agency (ADEI) and establishment of an 110,773.88 USD financial agreement. ► Training of 3 ADEI technicians on financial management (account set ups) by the DPDR. ► Formal presentation of the ADEI to the Governments of the Inharrime, Massinga and Morrumbene Districts. ► Organisation of coordination meetings between the DPDR and the ADEI's executive management and president. ► An advisor on LED was made available and the DPDR provided with computer and office equipment.

**Promotion and support for business initiatives:** ► Assessment of the training and capacity building needs of the OIIL beneficiaries by the DPDR and production of specific materials. ► Capacity building for 143 local stakeholders and OIIL beneficiaries on the elaboration of viability studies for income generating projects through the DPDR in the Districts of Massinga (62), Morrumbene (51) and Inharrime (30).

**Establishment of local coordination mechanisms:** ► Establishment of the Provincial Working Group (PWG). ► Creation of the Morrumbene District Working Group integrated by 18 members, in Inharrime with 45 members and in Massinga comprised of 30 members, all representing the District's administration and services for economic activities, producers' associations, trade unions, LCCs, among others. ► Establishment of 3 working sub-groups in the Districts of Massinga, Inharrime and Morrumbene.

**Implementation of strategic impact projects:** ► Organisation of the Massinga economic fair as promoted by the District's government, the DPDR and the Massinga LEDA for marketing products, techniques and services available in the district, create commercial exchanges between producers, suppliers and consumers and to foster trade as an important LED vector. 300 exhibitors from the District of Massinga, the Municipality of Inhambane and the City of Maxixe participated in the fair where promoters awarded certificates and prizes to the best stands.

## Cabo Delgado Province

**Strengthening of LEDAs, DPDRs and Working Groups:** ► Support for the legalisation of the Cabo Delgado Local Economic Development Agency (LEDA-CD) and negotiation of one financial agreement (currently under discussion). ► The DPDR was furnished with computer and office equipment and a LED advisor was made available.

**Insertion of the LED approach in local planning:** ► Organisation of the seminar "*Integration of LED and cross-cutting themes into strategic and operational district planning*" promoted by the DPDR, with the participation of public and private partners. ► Presentation of the ART PAPDEL Programme at the seminar. ► Production of a matrix and working plans for the PNPFD's Provincial (EPAPs) and District Technical Teams (ETDs). ► Training of EPAP members for the elaboration of the 2010 Economic and Social Plan and District Budget (PESOD), in order to ensure that OIIL funds are used to finance projects related to value chains of endogenous products and territorial potentialities.

**Promotion and support for business initiatives:** ► Capacity building for local governments and OIIL beneficiaries on the elaboration of viability studies. ► Development of a baseline survey for the provision of licenses for small scale construction activities in 10 districts: Mecufi, Quissanga, Pemba-Metuge, Chiúre, Namuno, Ancuabe, Muidumbe, Mueda,

Mocimboa da Praia and Palma. ► As a result of the aforementioned, regulations for setting up of small scale construction activities were disseminated among district governments, municipalities and associations of artisans and constructors (Ministerial Diploma no. 132/2009, of 11 June). ► Support in the delivery of licenses to one construction microenterprise and 8 more to small constructors' cooperatives. ► Capacity building on LED, business plans and management for 80 representatives from the District Secretariat and Services for Economic Activities, OIIL beneficiaries and members of the LCC in the 16 provincial districts. ► Capacity building for 55 cooperatives and micro-business members on budgeting, organisational management and license provision for small scale construction activities in the districts of Chiúre (12), Namuno (16), Quissanga (14) and Muidumbe (13). ► Development of a capacity building module on business management for the regional seminars organised for OIIL beneficiaries, together with Manica's DPDR, the LEDA, the Higher Polytechnic Institute and the National Institute for Professional Training and Employment.

**Establishment of local coordination mechanisms:** ► Establishment of District Working Groups in Mecufi, Pemba and Metuge Quissanga, in partnership with the PPF and Helvetas Mozambique, based on the restructuring of 3 District Consultative Councils and the introduction of the LED Working Groups. ► Training on operational management of the Working Groups of 153 members of the LCC and 23 members of the District Technical Teams and District Governments.

**Implementation of strategic impact projects:** ► Completion of baseline studies and design of 3 impact projects: bread production in the District of Pemba-Metuge, establishment of a construction unit in Quissanga and fish processing and conservation in Mecúfi (under current implementation). ► Capacity building for the beneficiaries, support for the legalisation of the activity and equipment procurement are currently being settled.

**Implementation of a LED knowledge management system:** ► Development and/or improvement of the provincial, district and municipal websites, including one on LED-related issues. ► Restructuring of the Provincial Government web page in Cabo Delgado and current organisation for its launch at the local level.

## RESULTS AND ACTIVITIES AT THE NATIONAL LEVEL

**Implementation of national coordination mechanisms:** ► Establishment of the National Coordination Committee (NCC), chaired by the Minister of Planning and Development and integrated by representatives from the Ministries of Foreign Affairs, Education and Culture, Science and Technology, State Administration, Revenue, Agriculture, Industry and Trade, Public Works and Housing, Tourism, Fisheries and Labour, as well as from UNDP and the Spanish cooperation. ► NCC approval of the ART PAPDEL Programme Document during an official ceremony chaired by the Minister of Planning and Development (November 2009). ► Organisation of a meeting (February 26) of the Inter-sector Commission on LED (GTN-CIDEL), chaired by the National Director for the Promotion of Rural Development and attended by more than 70 participants: national directors, cooperation partners, UNDP, diplomatic missions, civil society organisations, academic institutions, private sector, REDEL, LEDAs, DPDRs and the DNPDR. ► The meeting resulted in the creation of the National Working Group integrated by representatives of relevant ministries and state entities, higher education institutions, economic associations, the OTM (Mozambique Labour Organisation), the ANAM, and the Foundation for Community Development (FDC) among others. ► Launch of the Handcrafts Working Group during a jointly organised seminar with the DNPDR (October 12, 2009) and attended by representatives of state institutions, international cooperation agencies, private sector, the Municipality of Maputo, associations of artisans and non-governmental organisations.

**Establishment of the Programme's management system:** ► Formulation of the 3 year ART PAPDEL Programme document; organisation of the 1st ART PAPDEL National Planning Meeting (Nampula, September 2009); drafting of the 2010 operating plan, and strengthening of the LED ART PAPDEL team, with the participation of the National Director for the Promotion of Rural Development, the Nampula Provincial Planning and Finance Director, UNDP and representatives of the DPDR's of Nampula (7), Gaza (2), Inhambane (3), Cabo Delgado (2) and Maputo (6).

**Monitoring and evaluation:** ► The DNPDR held technical and financial supervisory missions to the 4 provinces (7-19 December) to ensure the alignment of expenses with the implementation of the planned activities and to provide technical assistance in financial management. From the mission it was noted that Cabo Delgado has implemented 99%, Nampula 99%, Inhambane 82%, Gaza 59% and the DNPDR 99% of the funds; and that expenses and activity implementation are indeed aligned.

## BEST PRACTICES AND LESSONS LEARNED

► **Appropriation, ownership and leadership:** the ART PAPDEL Programme responds to a specific Governmental demand on Local Economic Development for which end it is following the National Execution Modality (NEM). Its implementing structure is thus integrated as part of the Ministry of Planning and Development at all levels (local and national), under the leadership of the DNPDR (National Directorate for the promotion of Rural Development) as implementing partner. The NEM approach has contributed to strengthening Programme ownership and related accountability by national and territorial counterparts, while enhancing the government's technical capacities and interaction with all relevant partners. This to ensure knowledge sharing, the creation of institutional technical capacities and the continuity and sustainability of the activities implemented upon Programme termination.

► **Articulation with existing national programmes:** the ART PAPDEL Programme is built under the existing Decentralised Planning and Finance National Programme (NPF), which is one of the most relevant public management programmes, within whose essence and setup lies ART PAPDEL, the community consultative bodies included.

► **Managing and sharing knowledge for development** to ensure that all relevant information is accessible. Three major instruments have already been developed: 1) the incorporation of the LED methodology in the territorial management instruments; 2) the elaboration of the ART PAPDEL operating manual; and 3) the organisation of entrepreneurial fairs to allow exchanges among local producers and promote the territories' potentialities and endogenous products. In 2009 fairs were held in 3 districts of 3 provinces: Massinga, Mozambique Island and Momba, involving more than 2,000 exhibitors and visitors.

**Development of a knowledge management strategy:** ► Creation of the "ART PAPDEL Operating Manual" as the methodological instrument to be used by all the stakeholders involved in the Programme's implementation.

**Support to REDEL:** ► Held a meeting to strengthen the REDEL (National LEDAs Network) (February 25, 2009), attended by 35 LEDAs, DPDRs and the DNPDR's representatives. ► Establishment of a 10,000.00 USD financial agreement with the REDEL for the implementation of LEDA initiatives related to knowledge management, promotion of best practices, exchange of experiences, institutional management, and coordination with local governments and the private sector.

**Mainstreaming of the LED approach:** ► Opening of a Masters level degree on LED and establishment of a Working Sub-Group for the course integrated by the Ministries of Planning and Development, Education and Culture, the Eduardo Mondlane University (Faculties of Economics, Agronomy and Forestry Engineering), the Higher School of Rural Development and Entrepreneurship and the Polytechnic and Catholic Universities. ► Organisation of 5 meetings of the LED Working Sub-Group with the Ministry of Education, representatives from ART International, decentralised partners from Extremadura and Andalusia (FAMSI), the UEM (Faculty of Agronomy and Forestry Engineering -FAEF- and the Higher School of Rural Development -ESUDER), the São Tomás and Polytechnic Universities, and the DNPDR, among others. ► Inclusion of the LED approach as part of the academic syllabus of various universities.

## RESULTS AND ACTIVITIES AT THE INTERNATIONAL LEVEL

**Participation in two international events:** ► To ensure the appropriation of the ART methodology and instruments, two technicians, one from the DNPDR and the other from the DPPF of Nampula working for the ART PAPDEL and the UNDP Mozambique ART focal point participated in the International Seminar on ART's methodology (Seville, 22-26 June). ► Participation in the "ART International Forum: 4 Years and 10 Results" (Seville, 25-27 November) of a Mozambican delegation integrated by the Mozambican Ambassador to Spain, UNDP Mozambique Resident Representative, UNDP Mozambique ART focal point and CTA, the Economic Advisor to the Minister of Planning and Development, the National Deputy Director for the Promotion of Rural Development, and the Officer for Thematic Networks, Agencies and Working Groups.

**Decentralised cooperation missions:** ► Hosted a mission to Mozambique by representatives from FAMSI, the AEXCID, ART International and ART Seville for monitoring Programme implementation, enhance resource mobilisation and develop the basis for establishing partnerships with various Mozambican institutions. ► Held a technical assistance mission by the AEXCID related to building partnerships for fair trade and the identification/formulation of business and training initiatives in the Gaza Province to be funded by the European Commission (EC). ► Organised missions to 4 Districts of the Province of Gaza (Mandlacaze, Guijá, Chókwè and Bilene) by the AEXCID and DNPDR and DPPF technicians (22 June-11 July) to identify sustainable impact co-financing projects related to the districts' business potential and value chains.

**Consultancy mission on fair trade:** ► International consultancy mission to the Provinces of Nampula, Cabo Delgado and Inhambane in order to facilitate the coordination of commercial and economic relations between stakeholders from the North and South; identify potentially exportable products for introduction into European markets through fair trade networks or conventional trade importers; develop a diagnosis of the potential production of such goods for fair and conventional trade in Mozambique; identify the producers' initial capacity building needs; make recommendations for a medium and long term fair trade strategy; and to identify immediate impact actions.

**Project elaboration to obtain funding from the European Union:** ► Approval by the EU of the first draft of the "Education for Development" project, which seeks to establish exchanges between Mozambican and European schools on the Millennium Development Goals over a 28 month period.

## **PROGRAMME CHALLENGES FOR 2010**

The scope and complexity of the Programme suggest that realistic planning is required in order to guarantee that priority activities are carried out. In this context, the challenges for 2010 are to strengthen and increase the outreach of the inclusion of LED into planning processes; continue and extend the implementation of immediate impact projects at the local level; and the promotion of innovative business initiatives.

Also, to achieve greater coordination between ART PAPDEL and other LED initiatives, it will be needed to maintain the LEDAs' diagnosis and continue implementing the plan to strengthen them. Finally, another challenge to face for the next year will be the promotion of business incubators in partnership with the National Institute for Small and Medium Enterprises, the Eduardo Mondlane University, the National Institute for Professional Training (INEP) and the Skills Development Centre.