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MANGWANA

Strengthening Food Systems and Food and Nutrition Security in Beira Corridor, Mozambique (Mangwana)

MANGWANA

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Abbreviations

ADEM	Agência de Desenvolvimento Económico da Província de Manica
BA	Business Advisor
BC	Beira Corridor
Capex	Capital expenditure
CBTA	Core business technical assistance
CED	Conselho Empresarial Distrital
CEP	Provincial Business Council
DPAP	Provincial Directorate of Agriculture and Fisheries
DUAT	Direito do Uso e Aproveitamento da Terra
EKN	Embassy of the Kingdom of the Netherlands
FAAB	Farming as a business
FI	Financial institution
FLID	Farmer-led irrigation development
FNS	Food and nutrition security
GAP	Good agricultural practice
GoM	Government of Mozambique
ha	Hectare
HH	Household
IBP	Inclusive business plan
LPC	Large private companies
MADER	Ministry of Agriculture and Rural Development
MEL	Monitoring, evaluation and learning
MIC	Ministry of Information and Commerce
MoU	Memorandum of Understanding
MSME	Micro, small, and medium enterprises
NFI	Non-financial institution
NGO	Non-government organisation
PSD	Private sector development
SBA	Senior Business Advisor
SCF	Small commercial farmer
SDAE	District Services for Economic Activities
SSFP	Small scale food producer
TA	Technical Assistance
VBA	Village-based agent
Zambezi Agency	Zambezi Valley Development Agency

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1. EXECUTIVE SUMMARY

Program Description

A consortium of TechnoServe, Resilience BV, Agência de Desenvolvimento Econômico da Província de Manica (ADEM) and the Zambeze Valley Development Agency (ZVDA) has partnered to implement the EUR 30 million investment made by the Embassy for the Kingdom of the Netherlands's (EKN) in the Beira Corridor. The consortium partners will collaborate to strengthen food systems, food and nutrition security. Mangwana, meaning 'tomorrow' in the local languages spoken in the Beira Corridor, is a four-year programme that will transform the agricultural sector in the two provinces in the Beira Corridor. Our vision of the programme is to steer a better tomorrow by improving local farming systems which will produce nutritious food for the people of the Beira Corridor, especially women and children. We are investing in the future by supporting farmers to adopt better practices that will improve their food security, incomes and the environment (soil, water and climate). Mangwana will benefit over 227,000 people and contribute to the goals in the Government of the Kingdom of the Netherlands' Food and Nutrition Security (FNS) policy and our own goals for local food systems transformation.

Challenges in the agricultural sector contribute to widespread malnutrition. The Mangwana program focuses on three outcomes to transform the food systems in the Beira Corridor:

- **Outcome 1: Support smallholder farmers to build livelihoods that are more resilient to shocks by operating more sustainable, productive, profitable, and resilient farming systems.** Mozambique is one of the most disaster-prone countries in the world. Extreme climatic conditions lead to volatility in food production, which makes the food system unstable. Furthermore, poor land use practices degrade the soil and other natural resources, limiting farm productivity. We will strengthen farming systems by building the agronomic, water management and irrigation, business, and financial knowledge and skill base of SHFs in these systems.
- **Outcome 2: Promote and cultivate private sector development initiatives to make farming systems more remunerative, climate resilient, and inclusive of SHFs (including women and youth).** Leveraging our strong relationships with market system stakeholders and our expertise in private sector development, we will improve the efficiency, climate resilience, and inclusivity of the markets on which smallholder farmers depend for nutrition and livelihoods.
- **Outcome 3: Improved enabling environment for food businesses and producers.** We will work with the private sector to identify and articulate their own needs, and the needs of SHFs, SCFs, and MSMEs, to policymakers through established public-private dialogue mechanisms, with a focus on addressing FNS and land use challenges.

In the context of Mangwana, the term "local food systems" or "farming systems" are overlapping terms which refer to similar, but slightly different networks. A farming system is a complex network that relies on human labour, environmental resources (soil, water, land, and agro-biodiversity), and climate. It is also influenced by the social, economic, and political environment in which it operates. A food system refers to the larger agricultural network that encompasses the entire range of actors and their interlinked value-adding activities involved in the production, aggregation, processing,

distribution, consumption, and disposal of food products. This also includes the larger enabling environment in which these actors are embedded (social, economic and governance or political).

Executive Summary

The year of 2024 was the first full program year, after the inception period which took place from September to December 2023. During this year significant progress was made towards establishing the program and reaching initial objectives, although overall progress towards measurable impact was slow.

The progress towards the three program outcomes is summarized as follows:

Outcome 1: The Mangwana program aims to enhance the resilience, productivity, and profitability of small scale food producers by promoting sustainable farming systems through regenerative agriculture, crop diversification, market access, and improved nutrition. Implemented across 12 districts in Sofala and Manica provinces, the program operates through a structured team approach. Four Farming System Leads manage 19 Agricultural Field Technicians, 165 Village-Based Agents, and over 570 Lead Farmers who provide support to the Small-Scale Food Producers (SSFPs). In 2024, 3,393 SSFPs (47.3% women) were trained in GAP, and 3,139 in business skills, fostering sustainable agricultural practices and financial literacy. The Development Fund provided grants to enhance resilience through recovery kits, equipment, and demoplots. Nutrition initiatives reached 4,268 individuals, improving dietary diversity and household nutrition. Additionally, 48 savings and credit groups were established with 1,902 members (66% women), promoting financial inclusion. This comprehensive approach ensures farmers are better equipped to withstand shocks and achieve sustainable livelihoods.

Outcome 2: The Mangwana Co-Investment Grant Facility, with a budget of approximately EUR 6 million, aims to drive innovation and growth in local agricultural systems through four targeted funds: Development Stage, Growth Stage, Inclusive Business Model, and Innovation. The Growth and Inclusive Business Model Funds were launched in April 2024 despite initial delays due to high application volumes, the process yielded valuable lessons for optimizing future cycles, including more targeted RFPs and streamlined review procedures. The final selection and grants for these funds will be issued in 2025. For the Development Fund, three campaigns in 2024 focused on recovery kits for El Niño-affected farmers, equipment grants for small scale food producers, and demonstration plots for lead farmers. The Mangwana project's business training strategy provides business development services to small commercial farmers and micro, small and medium enterprises through skills training, technical support, and market access facilitation. In 2024, key activities included developing standardized training manuals, implementing an agricultural insurance pilot with Hollard Seguros, establishing a demo plot with Marera Agrarian Institute, and launching the Kugulissa platform to share market information with over 12,000 small-scale farmers and other stakeholders. The program also made progress towards access to finance, initiating partnerships with insurance and financial institutions like Hollard, Mozabanco, and ABSA to improve the financial offerings for Mangwana beneficiaries.

Outcome 3: In 2024, activities under Outcome 3 focused on strengthening the enabling environment for small-scale food producers and commercial farmers. Public-Private Dialogues (PPDs) in Manica and Sofala engaged over 245 stakeholders, including government representatives and financial institutions, to address key agribusiness challenges. Business

associations played a crucial role, with 31 meetings leading to the strengthening or creation of new associations such as the revitalization of FRUTICENTRO. Value chain working groups for rice, fruit, and legumes fostered sector-specific collaboration. Legal and land access support resulted in 564 MSMEs registering their businesses, while 103 producers benefited from DUAT land rights processing. Stakeholder coordination improved through regional partnerships, including SeedNL and Invest Agro. The Mangwana Strategy advanced with its official launch, baseline study, and committee meetings, despite facing political unrest. Collectively, these efforts aimed to enhance market access, regulatory support, and sustainable growth for food producers.

2. Performance Results

Activities related to the achievement of the performance indicators are summarized below.

2.1 Logframe

Crosswalk to Results Framework Outcomes	#	Indicator	LOP Target	2024 Target	Achieved As of End 2024	% Achieved	Disaggregated		
Logframe Indicator Type: Outcome							M	F	Youth
Outcome 1 per Results Framework	A1	# of people with a more diverse and adequate diet	**227,776**	**0**	**0**	**0%**	**0**	**0**	**0**
	A2	# of people whose nutritional situation became more resilient to shocks	**68,333**	**0**	**0**	**0%**	**0**	**0**	**0**
Outcome 1, 2 and 3 Per Results Framework	B1a	# of SSFP who progressively realized a living income	**45,553**	**0**	**0**	**0%**	**0**	**0**	**0**
	B1b	# of SSFP who progressively decrease the yield gap	**60,738**	**0**	**0**	**0%**	**0**	**0**	**0**
	B1c	# of female SSFPs who progressively become more empowered	**15,184**	**0**	**0**	**0%**	**0**	**0**	**0**
	B2	# of SSFPs whose livelihoods became more resilient to shocks	**45,553**	**0**	**0**	**0%**	**0**	**0**	**0**
	C1	# ha under at least 2 conservation practices	**27,332**	**0**	**0**	**0%**	**0**	**0**	**0**
	C2	Number of hectares of farmland that agro-ecologically became more resilient to shocks	**18,046**	**0**	**0**	**0%**	**0**	**0**	**0**

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	3.1	# of people who enjoy (more) secure tenure rights to land	**4,555**	**228**	**0**	**0%**	**0**	**0**	**0**
	Custom	# of FNS-relevant knowledge and extension institutions reached with interventions that aim to strengthen their capacity	**3**	**0**	**0**	**0%**	**0**	**0**	**0**
Outcome 1 per Results Framework	A.x. 1.1	# of SSFPs directly reached with activities aimed at structural/systemic improvement of their nutritional situation	**45,553**	**2,278**	**4,126**	**181%**	**1,538**	**2,588**	**1,838**
	A.x. 1.3	# of people indirectly reached (in nutrition intervention)	**182,223**	**9,111**	**26,060**	**286%**	**12,764**	**13,296**	**21,848**
Outcome 1, 2 and 3 Per Results Framework	B.x. 1.1	# of SSFPs directly reached with activities aimed at structural /systemic improvement of their agricultural performance	**45,553**	**2,278**	**4,206**	**184,6%**	**2,067**	**2,139**	**1,636**
	B.x. 1.2	# of SSFPs directly reached with activities aimed at temporary/partial improvement of their agricultural performance	**15,185**	**759**	**974**	**128,3%**	**545**	**429**	**571**
	B.x. 1.3	# of SSFPs indirectly reached through improved services of private sector actors (SCFs, MSMEs, LPCs)	**84,375**	**0**	**0**	**0%**	**0**	**0**	**0**
	C.x. 1.1	# of ha of farmland directly reached with activities aimed at structural / systemic improvement of agro-ecological sustainability	**18,046**	**4,100**	**0**	**00%**	**0**	**0**	**0**
	C.x. 1.2	# of hectares of farmland directly reached with activities aimed at temporary/partial improvement of agro-ecological sustainability	**27,332**	**1,367**	**0**	**0%**	**0**	**0**	**0**

In 2024 (Y1), the Mangwana program successfully engaged Small-Scale Food Producers (SSFPs) through Outcome 1 of the Results Framework, as described in the following section. The program directly intervened in all target districts, focusing on key activities such as agriculture, nutrition, savings and loan groups, and land tenure. In Y1, the program primarily aimed to achieve output-level results and one outcome-level result, specifically Outcome 3.1.

Agricultural results were achieved through the training of SSFPs and the distribution of agricultural inputs and equipment, while nutrition-related outcomes were generated by training SSFPs, who may or may not overlap with those in the agricultural interventions, on various topics to improve nutritional awareness. For any targets not fully achieved in 2024, these indicators have been incorporated into the 2025 work plan, with clearly defined strategies to address gaps and ensure progress toward program objectives. The following points are noted for specific indicators:

- For the Indicators C.x.1.1 and C.x.1.2 these were added to the program in the last quarter of 2024, and while the program did have impact on hectares of farmland in terms of Good Agricultural Practices, the topics for agro-ecological sustainability will be introduced, and the results will be reported, from 2025.
- For Indicator 3.1, the land tenure approach used in the first year targeted individual DUATs. However, this approach was found to be very expensive, so the focus will now shift to community DUATs to ensure that all community members have secure land. A community development plan will be created in collaboration with the community development office to support this security. In 2024, 47 DUAT processes (45 individual and 2 collective—farmer associations) were completed, benefiting 103 producers.
- For the Custom Indicator, while the results were initially planned for the third quarter, the program successfully signed two MoUs with Marera and IIAM.

2.2. Results Framework

The indicators in the logframe are reached through the implementation of the program's results framework. The results framework is listed below, including the crosswalk to the program logframe. ***The annual report is organized by the major Outcomes indicated in the Results Framework as this is how the program is structured in order to reach the ultimate goals as indicated in the logframe.***

Results Framework Indicator Type	Results Framework Indicator Name	Crosswalk to Logframe Indicators	
		Logframe Outcome or Output	#
Super Goal	**Improved food systems and FNS in Beira Corridor, especially for women and youth**	**All**	**N/A**
Goals	**Improved sustainable incomes of SHFs and produced availability of diverse, locally produced foods in Beira Corridor**	**All**	**N/A**
Outcome 1	**SHFs build more resilient livelihoods to shocks by operating more sustainable productive, profitable, and resilient farming systems**	**Outcome**	**A1, A2, B1a, B1b, B1c, B2, C1, C2, 3.1, Custom**

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Sub-outcome 1.1	SHFs apply productivity-enhancing, regenerative, and diversification practises and inputs effectively	Outcome	B1a, B1b, B1c, B2, C1, C2, 3.1, Custom
Output 1.1.1	SHFs have improved knowledge and skills for productive and regenerative farming of diverse crops	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Sub-outcome 1.2	SHFs initiative new or strengthen existing commercial activities	Outcome	B1a, B1b, B1c, B2, C1, C2, 3.1, Custom
Output 1.2.1	SHFs have improved business skills and strategies	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Output 1.2.2	SHFs form saving and credit groups	Output	A1,A2,B1a, B1b, B1c, B2
Sub-outcome 1.3	SHF households have improved nutritional awareness	Outcome	A1, A2
Output 1.3.1	SHFs understand nutrition-enhancing approaches to household consumption and food utilisation	Output	A.x.1.1, A.x.1.3
Outcome 2	**PSD initiatives make farming systems more remunerative, climate-resilient, and inclusive of SHFs (including women and youth)**	**Outcome**	**B1a, B1b, B1c, B2, C1, C2, 3.1, Custom**
Sub-outcome 2.1	Key private sector market actors (SCFs, MSMEs, and LPCs) operating income generation/cash crop value chains within targeted farming systems implement more profitable, inclusive, and resilient business models	Outcome	B1a, B1b, B1c, B2, C1, C2, 3.1, Custom
Output 2.1.1	SCFs' business models strengthened to provide service packages to SHFs	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Output 2.1.2	MSMEs' business models strengthened to provide products and services SHFs and SCFs	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Output 2.1.3	LPCs' business models strengthened to be more inclusive of SHFs and generate more private investments into target value chains	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Sub-outcome 2.2	Financial and risk management services offered to SHFs, SCFs, and MSMEs improved and expanded	Outcome	B1a, B1b, B1c, B2, C1, C2, 3.1, Custom
Output 2.2.1	Crop insurance promoted among SHFs and SCFs to reduce risk and increase investment appetites	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Output 2.2.2	Financial Institutions view SCFs and agribusinesses as a viable investment option and adapt their financial instruments	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Output 2.2.3	SHFs, SCFs, and access grant funding to catalyze growth and scale	Output	B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Outcome 3	**Improved enabling environment for food business and producers, especially SHFs and SCFs**	**Outcome**	**A1, A2, B1a, B1b, B1c, B2, C1, C2, 3.1, Custom**
Sub-outcome 3.1	Policy makers improve food systems governance to support SHFs, SCFs, and MSMEs	Outcome	A1, A2, B1a, B1b, B1c, B2, C1, C2, 3.1, Custom
Output 3.1.1	Specific needs for reform communicated to policy makers, in dialogue with SHFs, SCFs, MSMEs, LPCs	Output	A.x.1.1, A.x.1.3, B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Output 3.1.2	SHFs and SCFs have improved access to land	Output	A.x.1.1, A.x.1.3, B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2
Sub-outcome 3.2	Food systems initiatives coordinate with one another, facilitated by Zambezi Agency	Outcome	A1, A2, B1a, B1b, B1c, B2, C1, C2, 3.1, Custom

Output 3.2.1	Information exchanges and communication channels are established among key food system actors	Output	A.x.1.1, A.x.1.3, B.x.1.1, B.x.1.2, C.x.1.1., C.x.1.2

3. PROGRAM ACTIVITIES PROGRESS

Activities related to the achievement of the Outcomes are summarized below.

3.1 Outcome 1

SHFs build more resilient livelihoods to shocks by operating more sustainable productive profitable and resilient farming systems

Outcome 1 aims to help small producers increase the productivity, income and resilience of their production systems by gaining knowledge and skills in regenerative agriculture, increasing productivity, crop diversification, access to markets and nutrition, through its 3 sub-components:

- Sub-component 1 - smallholder farmers applying regenerative agriculture, diversification of practices and efficient use of inputs;
- Sub-component 2 - promoting commercial initiatives by small producers or strengthening existing ones;
- Sub-component 3 - Small farmers' households with improved nutritional knowledge.



Distribution of Fertilizer in Tica in Nhamtanda,Sofala



Grant signing with Instituto Agrario de Marera in Macate, Manica

Organization of Field Team

Mangwana is implemented in the Beira corridor in Sofala province in 5 districts: Buzi, Dondo, Beira, Nhamatanda and Gorongosa and in Manica province in 7 districts: Gondola, Macate, Chimoio, Sussundenga, Manica, Vanduzi and Barue, in 3 farming systems (FS) in which crops/animal production have been identified that characterize them as indicated in the table below. For program administration it was necessary to divide Farming System 3 into two groups in order to better manage the implementation. Therefore, throughout this report targets and results

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are reported per the below structure as each Farming System is managed by a Farming System Lead who is responsible for impact and implementation within their area.

Farming System		Districts	Variety / Animal Production
FS1		Beira, Dondo, Buzi	Rice, Maize and Vegetables
FS2		Nhamatanda, Gorongosa , Gondola	Maize, Sesame, Dry Beans and Vegetables
FS3	A	Gondola, Macate, Chimoio	Maize, Dry Beans, Soybeans, Vegetables, Fruit, Poultry and cattle farming.
	B	Vandúzi, Sussundenga, Manica, Bárue	

To carry out its activities, the Outcome 1 team consists of:

- Four Farming System Leads (FSL) each manage three districts and oversee 19 Agricultural Field Technicians (FTs). These Field Technicians manage 165 Village-Based Agents (VBAs) who are embedded in the communities where they work. Each VBA works with four Lead Farmers (LFs), who in turn each work with 25 SSFPs (Small-Scale Farming Producers) in their communities. The VBAs train each LF and the 25 farmers linked to the LF in Good Agricultural Practices (GAP). This training takes place at the Lead Farmer's field under supervision of the Field Technician. The objective is to ensure that SSFPs are fully exposed to GAP and empowered with sufficient knowledge to replicate these practices in their own fields.
- Two Nutrition Supervisors, one for FS1 and FS2 and the other for FS3A and FS3B, each one managing six technicians, who work 65 facilitators members to support various Nutrition activities.

This structured approach ensures effective coordination and implementation across multiple implementation areas and activities. As part of the district entry strategy, an assessment was conducted in April 2024 to analyze the current situation in each district, identifying its potential, weaknesses, threats, and opportunities. This evaluation informed the development of a tailored implementation strategy for the project in each district, which is managed by each Farming System Lead.

The creation of the program implementation structure was a key establishment in 2024 due to the fact that the reach and sustainability of the program depends on a strong team in each district who are implementing trainings, behavior change and market connections within their districts. The below table shows a detailed breakdown of the teams and structure of support for implementation in each district.

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Farming System	Districts	Farming System Leads	Agricultural Team		Nutrition Team		
			# Field Technician	VBA	Supervisor	Technician	Facilitator
FS1	Buzi	1	2	17	**1**	1	7
	Dondo		2	15		1	6
	Beira		1	2		1	1
Subtotal			**5**	**14**		**3**	**14**
FS2	Gorongosa	1	1	13		1	5
	Nhamatanda		1	15		1	6
	Gondola		2	27		1	11
Subtotal			**4**	**55**		**3**	**22**
FS3A	Sussundenga	1	2	22	**1**	1	8
	Chimoio		1	2		1	1
	Macate		2	6		1	2
Subtotal			**5**	**30**		**3**	**11**
FS3B	Barue	1	2	22		1	8
	Vanduzi		1	10		1	4
	Manica		2	15		1	6
Subtotal			**5**	**47**		**3**	**18**
Total		**4**	**19**	**166**	**2**	**12**	**65**

The role of the Village Based Agent (VBA) is an extremely important component of reaching the farmers in their communities, and as such the recruitment and training of the VBAs was an important milestone for 2024. VBAs are essentially community entrepreneurs and knowledge disseminators who promote good agronomic practices, inputs, new technologies, and provide training on management of small agricultural businesses. They are embedded in the communities where they work and also play a role in aggregating and marketing agricultural surpluses and inputs. To support this approach, in the last year 166 VBAs were identified, selected, and trained — 62 from Sofala and 104 from Manica. The selection process involved structured interviews with local authorities, district economic services technicians, agricultural technicians from Mangwana, and the Business Advisor.

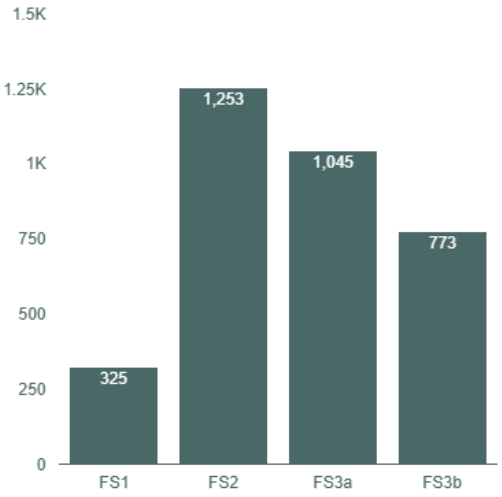
The training and onboarding of the VBAs was conducted with up to 35 VBAs per session and took place in two phases: the first for 65 VBAs supported by ADEM and the second for 101 VBAs supported by TechnoServe. The training modules covered the VBA extension approach, farming as a business, good agricultural practices, market access, gender, and monitoring, evaluation, and learning (MEL).

At the end of the training, each VBA signed a contract and received a kit that included teaching materials (brochures, pens, and a logbook), a hole puncher, stapler, file folder, backpack, and vest.

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The distribution of some kit materials took place at the district government level, presided over by representatives from the respective districts.

Each VBA supports 100 smallholder farmers (SHFs), divided into groups of 25 members, each led by a Lead Farmer.



Number of SSFPs trained in GAP per Farming System

Registration of Beneficiaries for the Program

One of the major activities this year was registering SSFPs as participants in the Mangwana program. During the registration process, the program's expectations are clearly explained to the farmers, along with what they can expect from Mangwana. This is a crucial step to ensure that beneficiaries are genuinely engaged and motivated to grow their businesses, rather than merely seeking free goods or services.

Registration also allows the program to understand each SSFP's specific needs and address them appropriately to improve yield and income across their respective activities. Initially, technicians primarily focused on registering farmers involved in agricultural activities, due to their own background and experience in agriculture. As a result, poultry and cattle farmers were inadvertently overlooked. In 2025, we plan to provide technicians with basic training in poultry and cattle farming to ensure these sectors are also included.

The below table shows the number of farmers registered in each district against the established goal for that district for 2024.

Farming Systems	Districts	Goal	# Registered	% of the Goal Reached
FS1	Buzi	1716	**2,112**	123%
	Dondo	1452	1,713	118%
	Beira	165	228	138%
Subtotal		**3 333**	**4,053**	121%
FS2	Gorongosa	1320	1,458	110%
	Nhamatanda	1485	1,638	110%
	Gondola	2712	2,688	99%
Subtotal		**5 517**	**5,784**	104%
FS3A	Sussundenga	2145	3,390	158%
	Chimoio	249	300	120%
	Macate	575	720	125%
Subtotal		**2 969**	**4,410**	148%

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FS3B	Barue	2145	2,239	104%
	Vanduzi	1005	1,199	119%
	Manica	1532	**1,607**	104%
Subtotal		**4 681**	**5,045**	107%
Grand Total		**16 500**	**19,292**	116%

As the program has a specific focus on youth and women, these targets were very important during registration. The below table shows the results of achieving these targets.

Farming System	Male			Female			% Youth	% Women
	Youth	Adult	Total Male	Youth	Adult	Total Female		
FS1	331	698	1,029	1,021	2,003	3,024	33%	75%
FS2	865	1,317	2,182	1,425	2,177	3,602	40%	59%
FS3A	804	1,161	1,965	1,203	1,242	2,445	46%	55%
FS3B	1,024	1,437	2,461	1,147	1,437	2,584	43%	62%
Grand Total	**3,024**	**4,613**	**7,637**	**4,796**	**6,859**	**11,655**	41%	60%

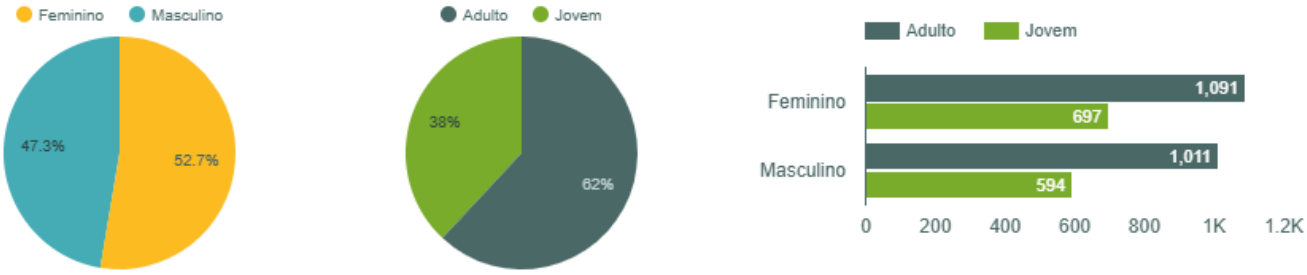
Trainings of Small-Scale Food Producers on Agricultural Practices

To ensure that producers benefit from sustainable technologies and management practices all Mangwana participants will receive a training and technical follow-up component. The trainings were designed to equip beneficiaries with essential knowledge and skills in the following areas:

- *Good agricultural practices (nursery preparation, soil management, and transplanting*): Focus on efficient crop management, with an emphasis on responsible resource use.
- *Water management and irrigation*: Strategies to optimize water use and irrigation techniques adapted to local conditions.
- *Post-harvest conservation and loss minimization*: Methods to preserve product quality and maximize agricultural profitability
- *Regenerative Agriculture*: restoring soil health, enhancing biodiversity, improving water cycles, and increasing ecosystem resilience
- *Market access and linkages*: Strategies to improve market access, particularly for horticultural crops.

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The trainings of SSFPs in good agricultural practices were conducted by the Field technician. In 2024, a total of 3,393 SSFPs have been reached with training in Good Agricultural Practices (GAP), with 47.3% being female and 52.7% male. In terms of age groups, 38% were youth and 62% were adults. Among the females trained, 39% were youth, while among the males, 37% were youth.



Breakdown of SSFPs Trained in GAP by Male / Female and Adult / Youth

The below table shows the number of trained SFFPs per type of GAP training that were completed over the year.

#	Theme of the Training	FS1	FS2	FS3a	FS3b	Total
A	Good Agricultural Practices	*# of trainings held*				
1	Soil preparation	215	284	547	214	**1260**
2	Sowing seeds	188	794	388	216	**1586**
3	Fertilization	167	154	245	127	**693**
4	Pest and Disease Control	223	268	229	225	**945**
5	Irrigation or water management	168	193	95	39	**495**
6	harvest	0	13	36	36	**85**
7	Post-harvest	0	39	10	0	**49**
8	Sizing Nurseries	195	219	131	61	**606**
9	Transplant process	150	272	156	251	**829**
B	Regenerative Agriculture	*# of trainings held*				
1	Conservation agriculture	0	133	39	67	**239**
2	Ground cover	180	272	34	50	**536**

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#	Theme of the Training	FS1	FS2	FS3a	FS3b	Total
A	Good Agricultural Practices	*# of trainings held*				
1	Soil preparation	215	284	547	214	**1260**
2	Sowing seeds	188	794	388	216	**1586**
3	Inoculants	0	0	0	0	**0**
4	No-till practices	0	95	22	26	**143**
5	Land preparation with minimal tillage	0	142	12	39	**193**

Selection of Beneficiaries for the Development Fund

In 2024 out of the 19,292 beneficiaries registered, a sub-group of beneficiaries were selected to be given grants under the Development Fund. These grants are estimated at between 150 - 3000 EUR to the SSFPs with the specific goal to make them more resilient and remunerative. In 2024, the grants issued under this fund fell into 3 categories based on the needs identified by the field team: recovery kits, equipment grants, and demoplot grants to Lead Farmers. Beneficiaries were selected by the Field Team based on certain criteria customized to each category.

Grant Campaign	Objective	Selection Criteria
Recovery Kits - seeds, fertilizers and pesticides	Mitigate the negative impact of El Nino	• Be a resident of one of the project implementation districts • Be registered as a beneficiary of the project in the district where the kits will be applied • Have irrigation facilities at the site where the plan's kits will be applied • Be willing and available to participate in training sessions for the correct implementation of the emergency plan • Not be a beneficiary of similar actions from other programs
Equipment – irrigation equipment, spraying equipment, etc	Create more resilient SSFP farms	• Be an active farmer in one of the project implementation districts • Have a clear evidence that the equipment will improve the yield, income and resilience of the farmer • Be open to attend trainings on how to use and handle the equipment • Not be a beneficiary of similar actions from other programs

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Demoplots - seeds, fertilizers and pesticides	Establish demoplots at the location of the Lead Farmers	• Be an emergent and active farmer in one of the project implementation districts • Have experience in growing the selected crop • Willing to participate in trainings conducted by the VBA and the Field Technician • Open to use his cropping area as a training field and to accommodate field days • Willing to be responsible for training and support for at least 25 neighboring SSFPs • Not be a beneficiary of similar actions from other programs



Farmer Anita and her daughter Naume, from the Barue district benefit from corn, tomato and bean seeds

Nutrition Focused Activities

•

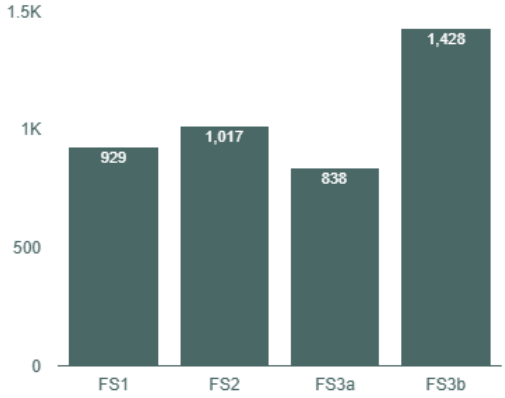
The table below summarizes the nutrition groups created by each farming system, considering the target number of groups to be established by the end of the year.

Farming System	Districts	Goal for # of Groups (2024)	# of Groups Created	%
FS1	Beira, Búzi e Dondo	29	37	128%
FS2	Nhamatanda, Gondola e Gorongosa	49	68	139%

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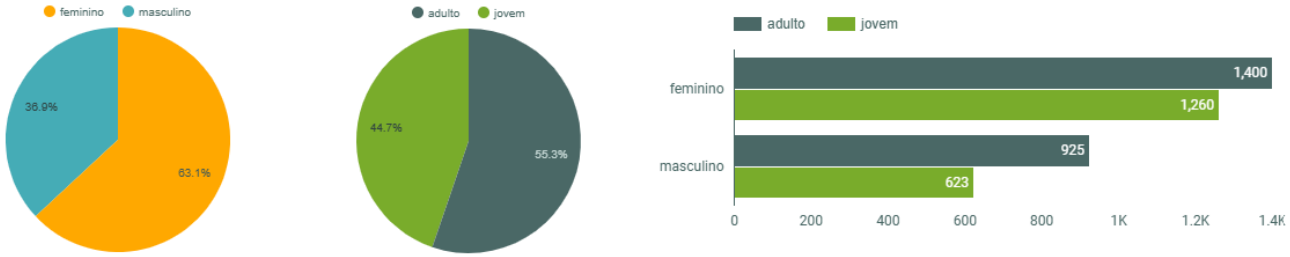
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Number of SSFPs trained in Nutrition Topics per Farming System

FS3A	Chimoio, Macate e Sussundenga	26	22	84%
FS3B	Barue, Manica Vanduzi	41	40	98%
	Total	**145**	**167**	**112%**

There have been reached a total of 4208 SFFPs in training on nutrition, 38.9% were female and 63.1% were male. In terms of the reach of the SSFPs by age group, 44,7% were youth and 55.3% were adult. Among the female trained, 47.4% were youth and among the male 40.2% were youth.



Breakdown of SSFPs Trained in Nutrition by Male / Female and Adult / Youth

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Over 2024, a total of 4,268 community members were trained in nutrition to promote knowledge of nutrition and dietary diversity across different age groups within households. Overall, the training was successful and well-received by the farmers. In 2025, we will create leaflets summarizing the training to be distributed to the graduated groups. These leaflets will serve as a reference for the nutrition groups.

The below table shows the number of trained SSFPs per type of nutrition training that were completed over the year.

#	Training Theme	FS1	FS2	FS3A	FS3B	Total
A	Nutrition basics					
1	Food groups and their functions	433	592	342	452	1819
2	Maternal nutrition	355	720	253	420	1,748
3	Child nutritional	424	610	271	212	1,517
4	Feeding the family	421	319	187	497	1,424
B	Hygiene and Health					
1	Personal hygiene	213	509	179	707	1,608
2	Sanitation care	163	381	206	390	1,140
3	Hand washing	308	364	165	514	1,351
4	Hygiene of food and utensils	361	155	66	293	875
5	Water treatment	144	74	191	546	955
C	Sanitation care					
1	Food preservation	123	302	223	416	1,064
2	Food processing	517	306	356	427	1,606

Establishment and Strengthening of Saving and Credit Groups

Savings and credit groups (PCR/ASCAS) are considered entry points for accessing financial services. These services include savings, payments (accounts), insurance, credit (both in-kind and financial), and financial diary management. A total of 44 Community Facilitators (CFs) were identified and trained to promote and establish PCR groups. The identification and selection of CFs were conducted with the support of Mangwana field staff and public extension workers (SDAE) in each district. The distribution of CFs per district is shown in the table below. The CFs were equipped with bicycles, training materials, notebooks, calculators, and stationery.

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Province	Number of Community Facilitators Trained			Total
	Men	Women	Youth	
Manica	13	14	11	27
Sofala	11	6	12	17
Total				**44**

After the training, the Community Facilitators (CFs) were introduced to the communities and began conducting awareness and mobilization activities to create savings and credit groups among the same farmers benefiting from agricultural and nutrition initiatives. As a result, a total of 1,902 smallholder farmers, 66% of whom are women, formed 48 savings and credit groups, accumulating total savings of USD 38,675 (2,436,550. MZN) throughout the year.

Province	# of Groups Created	# of Beneficiaries Reached	Men	Women	Youth	MZN Amount Saved by the Group
Sofala	15	350	137	191	116	581,320
Manica	33	742	235	537	312	1,855,230
Total	**48**	**1092**	**372**	**728**	**428**	**2,436,550**


Savings group of the Kubatsirana association in Mudima, Gondola


Savings group in Gobogobo, Vanduzi

3.2 Outcome 2

PSD initiatives make farming systems more remunerative, climate-resilient, and inclusive of SSFPs (including women and youth)

Co-Investment Grant Facility

Financiado por: Reino dos Paises Baixos
Parceiros de implementação: TechnoServe Soluções Empresariais para a Pobreza, RESILIENCE, AGÊNCIA DO ZAMBEZE, ADEM
Província de Manica, Cidade de Chimoio - Bairro da Liberdade n° 141

The Mangwana Co-Investment Grant Facility was created recognizing the crucial role of investment in driving innovation, growth, and sector transformation. The facility has allocated approximately EUR 6 million to support key players in local agricultural systems. As part of this effort, the Mangwana Grant Funds were created, comprising four categories:

1. Development Stage Investment Fund: Provides small grants ranging from €150 to €3,000 to help small and emerging commercial producers acquire equipment, inputs, and services necessary to develop their businesses.
2. Growth Stage Investment Fund: Offers grants between €3,000 and €30,000 to support micro and small businesses, as well as established small commercial farmers. These funds help businesses overcome growth obstacles, generate employment, and increase the incomes of small producers.
3. Inclusive Business Model Investment Fund: Grants ranging from €30,000 to €200,000 are awarded to incentivize and de-risk private sector investments in business models that include small producers. This fund promotes innovations that benefit smallholder farmers.
4. Innovation Fund: Through this fund the project will strategically allocate up to 10% of the grants pool. This fund can be used for pilots, specialised TA provided by actors in the corridor, or building the capacity of business development service providers in the corridor or supporting innovative ideas related to Mangwana activities that were not included initially.

To operationalize these funds, the first funding window was launched on 17 April 2024 with separate Request for Proposals (RFPs), along with the relevant application and budget forms, for the Growth Stage Fund and Inclusive Business Model Fund. The funding opportunity was promoted in person across all project districts, reaching 550 people, including 115 women. However, initial participation from women and youth was low, prompting a strategy shift to hold targeted meetings for these groups which succeeded as the final number of applications from women was positive.

The RFPs for both the Growth Stage Fund and the Inclusive Business Model Fund closed on June 17, receiving 665 applications:

- 173 online submissions (81 from Sofala and 92 from Manica)
- 492 physical submissions (133 from Manica and 359 from Sofala)

The applications were organized by fund, province, and district. The pre-selection process was conducted with:

- 351 proposals for the Growth Fund, submitted by micro and small businesses
- 81 proposals from medium and large enterprises applying for the Inclusive Business Fund

Growth Stage Fund

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Província de Manica, Cidade de Chimoio - Bairro da Liberdade n° 141

For the Growth Stage Fund, the Grants Team undertook an extensive review of 347 proposals against the evaluation criteria outlined in the RFP. This evaluation covered several key aspects, including the applicant's strategy for creating an inclusive business model for SSFPs, the strength and integrity of their business plan (including market analysis), the capability of their team, and whether they had received prior funding from a donor or development project.

The review and analysis process took place from July to September, with a detailed analysis conducted in October to assess and validate the final results, and determine which applicants would advance to the next evaluation round. The review process took considerably longer than was planned, 3 months as opposed to 3 weeks, due to the sheer number of proposals that were received and Mangwana's commitment to thoroughly evaluate each proposal. Every proposal was individually read, reviewed, and graded to ensure a fair and transparent process. This approach aimed to uphold the integrity of the selection process and ensure that decisions were detailed and fair, however, the team has taken learnings from the process on how to optimize and speed up the process for subsequent rounds in 2025. This includes creating more detailed and specific RFPs that indicate specific strategies for each farming system, with more stringent requirements as to the impact that must be reached with each proposal, and providing more up front support to applicants ensuring higher quality proposals from the beginning.

Key findings from the analysis of the 347 submitted proposals include:

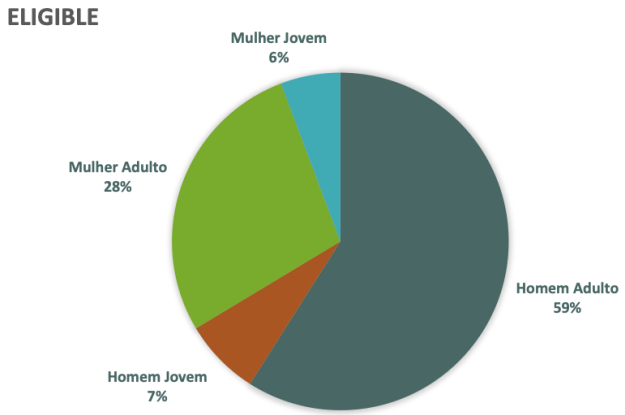
- 122 proposals were deemed ineligible for various reasons.
- Established small commercial producers were considered ineligible if they failed to provide cost-sharing contributions, did not submit all required documents, or were classified as small-scale producers. These producers were referred to the Outcome 1 Field Team for consideration under the Development Fund.
- Micro and small enterprises were deemed ineligible primarily due to their inability to provide cost-sharing contributions, a key requirement to ensure applicant commitment and buy-in.
- Across all farming systems (FS), the percentage of eligible micro and small enterprises was higher than that of established small commercial farmers, indicating that small commercial farmers need more support in preparing and submitting their applications.

Farming System / Size of Business	Eligible	Not Eligible	Grand Total	% Eligible
FS-1	**53**	**104**	**157**	
Micro and Small Business	26	23	49	53%
SCF Established	27	81	108	25%
FS-2	**24**	**40**	**64**	
Micro and Small Business	11	12	23	47%
SCF Established	13	28	41	32%
FS-3	**45**	**81**	**126**	
Micro and Small Business	28	26	54	52%

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SCF Established	17	55	72	24%
Grand Total	**122**	**225**	**347**	

Out of the submitted applications, 97 were from women and 250 from men. Women were generally more likely to be eligible than men, with adult and youth women showing the highest eligibility rates, while male youth were the least likely to be eligible. Women-owned MSMEs had the highest eligibility rate, with 61% qualifying compared to 47% of men-owned MSMEs. Similarly, 32% of women small commercial farmers were eligible, compared to 23% of their male counterparts. Both women and men submitted most of their proposals in horticulture and poultry (chicken farming). However, men also submitted proposals in agricultural inputs, mechanization, and rice production.



In terms of the analysis by value chain of the proposals that were eligible, of the 122 eligible proposals the analysis of the size of business and value chain shows a general variation across the Farming Systems with a good mix of established small commercial farmers and MSMEs.

Of the 122 eligible proposals, 75 businesses with the highest ratings based on the RFP criteria received a due diligence visit from the Grant Team for data collection and validation in November 2024. From these, 45 proposals were selected and referred to the consulting firms Moz Society and IPEME. The consulting firms were tasked with improving the shortlisted grant proposals into complete, realistic, and bankable business plans that are economically viable and environmentally responsible. They needed to verify that each business plan was well-founded for successful growth and work with business owners to improve weak areas. The consultants also conducted due diligence to assess the business owner's capability and validated agricultural assumptions with the Mangwana technical team if needed. Additionally, they evaluated the inclusion of smallholder farmers (SHFs) in the business model, ensuring their role was integral to profitability. Finally, they reviewed budget requests to ensure they were impactful, growth-oriented, and aligned with Mangwana's goals, rather than supporting routine business operations.

By the end of 2024, the consulting firms were still assisting applicants in finalizing their business plans and preparing for pitch presentations to the Consortium Leadership, which took place in early 2025. Once approved, the proposals will be evaluated by an Investment Committee comprising representatives from the private and public sectors, as well as financial institutions.

Inclusive Business Model Fund

For the Inclusive Business Model Fund, the Grants Team led a thorough review of 81 proposals, evaluating each against the criteria and objectives outlined in the Request for Proposal. Unlike the Growth Stage Fund, which focuses on supporting many MSMEs that provide market access to a smaller number of small-scale food producers, the Inclusive Business Model Fund aims to partner with 4 to 12 large private companies capable of integrating thousands of small-scale food producers into their supply chains. The fund's goal is to offer financial support to private sector stakeholders who create significant and measurable benefits for small producers, fostering commercially viable relationships that provide agro-industries with a clear return on investment while demonstrating the viability of more inclusive supply models.

Given the scale and potential impact of these partnerships, the review process for the Inclusive Business Model Fund was far more comprehensive than that of the Growth Stage Fund. It involved four separate review panels composed of Mangwana staff from various teams, including Outcome 1, Outcome 3, Gender, and Finance. This multidisciplinary approach allowed for diverse perspectives, ensuring that different ideas and concerns were brought forward and thoroughly addressed. Each review group evaluated the proposals based on key factors such as inclusivity, capacity, viability, sustainability, budget reasonableness, and whether the company had previously received donor or development funding. In cases where reviewers within a group disagreed on the eligibility or merits of a proposal, the team engaged in in-depth discussions to reach a consensus. This collaborative process ensured that decisions were well-rounded and reflected the collective expertise of the organization. The extensive nature of this review was crucial to selecting companies that not only demonstrated commercial viability but also had the potential to create meaningful and lasting benefits for thousands of small-scale food producers.

The review process was originally planned to end in May however the team faced several delays including the high number of applications for both the Inclusive Business Model Fund and the Growth Stage Fund which closed at the same time. While the separate review panels described above allowed a multidisciplinary approach for the Inclusive Business Model Fund, it also took longer to organize, manage and analyze the final data as it depended on many people. For subsequent RFP cycles, the team has learned a smaller group of dedicated individuals, who are completely liberated from other work responsibilities, would be more efficient. In addition, while the program aims to reach many beneficiaries, it is important that the RFP itself be very targeted in order to only elicit proposals in the strategy that is needed in these specific farming systems.

By October 2024, the review process was completed for the Inclusive Business Model Fund and the shortlist of companies was created, but Mangwana received guidance from the donor to pause moving forward with these large private company partners until questions related to the possibility of a collaborative EU program were addressed. As a result, this activity, of selecting the Inclusive Business Model grantees, was paused and resumed in February 2025.

Development Fund

Under the Development Fund small grants were provided to small-scale food producers and emerging small commercial farmers to help them grow their business becoming more

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remunerative and resilient. There were three grant campaigns in 2024 which were implemented in collaboration between the Outcome 1 Field Team and the Outcome 2 Grants Team.

Campaign 1 - Recovery Kits

In June 2024 it became apparent to the program that the El Nino phenomenon was going to have a disastrous impact on the areas where Mangwana was working because already many farmers in Mangwana's target districts were badly affected. Therefore the program developed a plan to mitigate the impact of the El Niño phenomenon in the project's implementation areas by providing smallholder farmers with the necessary resources to sustain agricultural production during the 2024 cool season. Outcome 1 developed a recovery plan to use part of the Development Fund budget and the Contingency cateogry from the Resilience budget, as a pragmatic response to the urgent need for intervention to ensure food security in the targeted districts.

The plan focused on an intervention to distribute agricultural kits in the three production systems of the 12 implementation districts, focusing on essential crops such as maize, tomatoes, cabbage and beans, which are crops that both act as food security and a source of income by selling the extra. The beneficiaries in the Manica province were mostly associated with irrigation systems, some of which have recently been rehabilitated, while those in Sofala province were linked to low-lying areas and unlined irrigated areas.

The below table shows number of small-scale food producers who received recovery kits by district. Overall, these kits allowed for the planting of 600 ha of corn, 48 ha of cabbage, 53 ha of tomato and 41 ha of beans.

Farming Systems	Districts	# SSFPs who Received Kits
FS1	Buzi	256
	Dondo	178
	Beira	15
Subtotal		**449**
FS2	Gorongosa	241
	Nhamatanda	275
	Gondola	230
Subtotal		**746**
FS3A	Sussundenga	964
	Chimoio	78
	Macate	126

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Subtotal		**1,168**
FS3B	Barue	549
	Vanduzi	153
	Manica	422
Subtotal		**1,124**
Grand Total		**3,487**

Campaign 2 - Equipment

After the main farmer registration drive for 2024, selected SSFPs and emerging SCFs were given equipment grants in order to strengthen their farm and operations. The signing ceremonies were held in October 2024 and equipment started to be distributed by December 2024 with some final items being distributed in 2025. This equipment campaign was planned to be completed with equipment distributed before the agricultural season. Implementation was delayed due to the extended registration and selection process of grantees, which took longer than anticipated as it was the first time the team conducted this process. Additionally, equipment procurement was slowed by personnel changes, including the replacement of the Mangwana Procurement Officer, and the challenges of working with certain vendors for the first time. To improve efficiency in 2025, the selection process for SSFP grants has been clarified and streamlined within the Field Team. Meanwhile, the Procurement Team is re-bidding for preferred vendors who can reliably provide quality equipment in a timely manner at agreed-upon prices and the program hired a second Procurement Officer to improve procurement operations.

Farming System	District	Women	Men	Total
FS1	Buzi	2	10	12
	Dondo	3	6	9
Subtotal		**5**	**16**	**21**
FS2	Gondola	1	4	5
	Gorongosa	0	1	1
	Nhamatanda	4	7	11
Subtotal		**5**	**12**	**17**
FS3A	Chimoio	5	3	8
	Macate	6	4	10
	Sussudenga	0	3	3

Subtotal		**11**	**10**	**21**
FS3B	Barue	5	5	10
	Manica	5	3	8
	Vanduzi	5	6	11
Subtotal		**15**	**14**	**29**
Grand Total		**36**	**52**	**88**
Average Grant Amount		**EUR 936**		
Total Granted Amount		**EUR 82,422**		

Campaign 3 - Demoplots for Lead Farmers

In each district Lead Farmers were selected for their ability to influence and support at least 25 SSFP in their neighboring areas. These Lead Farmers were supported with inputs to set up maize, bean, sesame and cabbage demoplots on their land allowing them to show neighbors how to increase their yield through improved agricultural techniques and inputs. The signing ceremonies were held in December 2024 and in order to catch the agricultural season, the inputs for maize were distributed at the signing ceremonies, while the inputs for beans will be distributed in February 2025.

Farming System	Districts	Women	Men	Total Lead Farmer Demoplot Grants
FS1	Beira	2	4	6
	Buzi	38	23	61
	Dondo	38	19	57
Subtotal		**78**	**46**	**124**
FS2	Gondola	56	9	65
	Gorongosa	39	2	41
	Nhamatanda	47	11	58
Subtotal		**142**	**22**	**164**
FS3A	Chimoio	9	1	10
	Macate	18	4	22
	Sussundenga	65	13	78
Subtotal		**92**	**18**	**110**
FS3B	Barue	70	13	83

	Manica	35	25	60
	Vanduzi	31	9	40
Subtotal		**136**	**47**	**183**
Grand Total		**448**	**133**	**581**
Average Grant Amount		**EUR 254**		
Total Granted Amount		**EUR 147,742**		

Of the lead farmers who received demoplots, 17 had previously received equipment grants.

Access to Finance

The program's access to finance activities aim to improve agribusinesses' ability to secure financing in the Beira Corridor, with a focus on small-scale food producers, women, and youth. It seeks to connect small commercial farmers and MSMEs to formal markets through agreements that lower transaction costs and risks. The program supports beneficiaries in building a strong credit and business history while raising awareness of available financing opportunities, including mixed and public funds.

To advance this objective, initial meetings were held with 13 financial institutions in Chimoio in May 2024. The institutions engaged included: Mozabanco, Letshego, ABSA, GAPI, FNB, Access Bank, Standard Bank, Banco Mais, Socremo, MyBucks Banking Corporation (MBC), CredMoz Microcrédito, Nedbank, and Paulino Microcrédito. Managers from Mozabanco, ABSA, Letshego, Socremo, and Paulino Microcrédito actively participated, offering advantageous opportunities for Mangwana beneficiaries. These institutions stand out due to less stringent financing requirements, specialized agribusiness loan products, competitive interest rates, and a willingness to develop tailored financial packages for Mangwana beneficiaries. As a result of these discussions, Mangwana decided to sign Memorandums of Understanding (MoUs) with Mozabanco and ABSA to formalize collaboration, and to further engage with the other institutions as and when possible.

In addition to financial institutions, meetings were held with non-financial organizations, including UNIDO and Beira Corridor, to present the Mangwana program and financing fund. These organizations operate in the same sector and offer financing options such as:

- Mais Valor I & II (supporting fruit, coffee, certification, and processing)
- Rural Entrepreneurs Financing Program (REFP), funded by IFAD
- Employability Support for Young People
- Input Partnership Program, supported by K2, Bayer, and Yara, promoting improved agricultural inputs

Lastly, ADVZ has successfully mobilized MZN 333,630,654 for 179 beneficiaries in the Beira Corridor (see table below) from funds that they are managing, separately from Mangwana, from the State Budget and the World Bank (FCID 2). Additionally, ADVZ has signed an MoU with KFW for €12 million. The KFW financing mechanism was initially scheduled to be released in October, directly benefiting districts within the Beira Corridor, Mangwana's area of operation.

Funding Mobilized in the Beira Corridor from Complementary Funds					
PROGRAM DESCRIPTION	MANICA		SOFALA		TOTAL MZN
	# of Beneficiaries	Amount Financed (MZN)	# of Beneficiaries	Amount Financed (MZN)	
Massification of potato production reno	26	6 885 000	16	3 060 000	9 945 000
Developing the vegetable and bean value chain	54	262 575	53	660 600	923 175
Innovation and technology transfer	6	14 918 280	7	10 740 000	25 658 280
FAE Emergency	4	6 400 000	6	10 000 000	16 400 000
FCID 2	3	137 924 715	3	138 243 980,	276 168 695
Developing Technical and Professional Skills			1	4 535 504	4 535 504
TOTAL	**93**	**166 390 570**	**86**	**167 240 084**	**333 630 654**

Business Advisory

The business training strategy used under Outcome 2 focuses on providing business development services for established small commercial farmers (SCFs), and micro, small and medium-sized enterprises (MSMEs). This is achieved through training in business skills and strategies, technical assistance, youth business incubation, and facilitating access to structured and competitive markets. To support these efforts, training tools and materials have been developed, including trainer and participant manuals for small producers and MSMEs. Two Business Advisors, one in each province, train established SCFs and MSMEs and are responsible for the implementation strategy, for this workstream, in each province.

The first major activity in 2024 was to develop the training manuals for the program. Various materials and instruments provided by ADEM and TechnoServe were used to develop manuals and tools to standardize the content for MSME training. As a result, the following manuals were prepared and approved: *Agriculture as a Business*, *Business Idea*, *Start Your Business*, *Develop Your Business*, and *Expand Your Business*. Additional tools such as assessment forms, selection criteria, profile definitions, and coaching forms for MSME training and technical support were also developed and are currently being used to train SHFs, SCFs, and MSMEs.

In addition, a Standard Operating Procedure (SOP) was created to guide the necessary steps for any type of training. The SOP describes the procedures to be followed, including the mobilization process, beneficiary selection and recruitment, training modalities, and the monitoring, evaluation, and learning processes. In collaboration with the Outcome 2 Lead, the Business Advisors team developed the SOP for the business support component, ensuring a systematic approach to mobilizing, recruiting, and training Mangwana project participants. Depending on the training and technical assistance needs, curricula vary from three to six months. Training takes place in classrooms or other designated locations, prepared in advance according to logistical requirements.

In order to select which MSMEs should be trained by Mangwana, various public and private organizations in the Beira corridor were contacted, including SDAE, DIC, ICM, IAM, CEP, and CEDs,

to collect information on MSMEs operating in the agribusiness sector in the districts covered by the Mangwana project. Based on this information, a database of 807 MSMEs, agrodealers, players in the agricultural marketing and production chain, processors, service providers, and PACEs was created. These entities were then selected for subsequent phases. Before being added to a training cohort, the Business Advisors, in coordination with the Field Technicians, assess their training needs and group them accordingly.

Through the MSME database creation, the Business Advisors conducted door-to-door visits to the shops of agrodealers identified by partners and other sources. The goal was to establish a profile of need for these agrodealers. Using an assessment form prepared for this purpose, information was gathered from the owners or managers of 85 agrodealers operating in the provinces of Manica and Sofala. The results indicated a need for training in business support, techniques for handling agrochemical products, and agricultural insurance.

In October 2024, 85 agrodealers (29 from Sofala province and 56 from Manica province, including 12 women) were trained. The training covered business plan development, an insurance model linked to seeds, and techniques for handling seeds and agrochemicals. The insurance component was provided by Hollard Seguros as part of the existing partnership between the Mangwana project and the insurance company, while the business support and agricultural practices components were delivered by the Business Advisor and Farming System Leads. The table below illustrates the distribution of trained agrodealers by district.

Provinces	Districts	Agrodealers	Men	Women
Manica	Gondola	8	4	4
	Macate	7	6	1
	Chimoio	7	6	1
	Sussundenga	5	4	1
	Manica	8	7	1
	Vanduzi	9	8	1
	Barue	12	11	1
Subtotal	***7***	***56***	***46***	***10***
Sofala	Gorongosa	7	6	1
	Nhamatanda	9	8	1
	Buzi	5	5	0
	Dondo	3	3	0
	Beira	5	5	0
Subtotal	***5***	***29***	***27***	***2***
Total	**12**	**85**	**73**	**12**

During the training process with Hollard, 13 agrodealers were identified and selected — 5 from Sofala province and 8 from Manica province — to implement the agricultural insurance model coupled with seeds in a pilot phase. This model covers up to 80% of the cost of seeds purchased by small producers during the season in the event of climatic disasters. The model involves four key stakeholders:

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- Agrodealers: Sell insured seeds, provide consumer education, register farmers/collect customer data, and collect premiums from farmers.
- Small scale food producers: Purchase insured seeds, paying a premium of 10.00 MTs per 10 kg coupon.
- Hollard Insurance**:** Receives premium transfers from agrodealers and provides insurance coverage for farmers who purchase insured seeds. The coverage includes risks such as drought, floods, and strong winds.
- Mangwana**:** Acts as a market facilitator, mobilizing agrodealers and insurers.

Each agrodealer signed two separate contracts: one with Hollard, which included an insurance kit comprising four pamphlets for identification and 250 forms for recording seed sales, and another with FAO to sell seeds via vouchers. As a result of these agreements, around 2 tons of cereal and bean seeds were sold in November and December 2024, totaling 2,000 MTs worth of insured seeds.

In August 2024, Mangwana signed a Partnership Subaward with the Marera Agrarian Institute (Marera) to set up a demo plot on school premises, which will allow practical training to students and the community around the school. To support this partnership and reinforce existing community-based resources for entrepreneurial skills training, young students from Marera were trained in entrepreneurship by the Business Advisory team. As the first step, the challenges faced by students during their training — particularly with job market integration — were identified. In response, 34 final-year students (16 women and 18 men) were trained in Farming as a Business. At the end of this training, each student developed an agricultural production plan, which they later implemented on their agricultural fields.

The last major activity for 2024 was the establishment and use of the Kugulissa interactive platform to disseminate price and market information to small scale food producers, connecting them to possible markets. SDAE technicians identified 25 focal points in the districts covered by the project, equipping them with phones to facilitate the collection and dissemination of market prices. These focal points gather market information and share it with Novo Mondo technicians who compile and distribute the information via messaging platforms. From June to December 2024, 12,180 small farmers, 310 extension workers, 72 small commercial farmers, 287 SMEs, and 187 agricultural associations were registered on this platform. These stakeholders receive weekly updates on their phone on market prices for key agricultural products, inputs, and implements, as well as market trends.

3.3 Outcome 3

Improved enabling environment for food business and producers, especially small-scale food producers and small commercial farmers

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Working Group on the Rice Value Chain, Sofala



1st Meeting of the Program Technical Committee

Outcome 3 comprises five macro activities, which are detailed below.

Strengthening Consultation Mechanisms Between Value Chain Players

Several activities were carried out to enhance consultation mechanisms among stakeholders in the value chain, which are detailed in the below sections.

Public-Private Dialogue at the Provincial Level

Public-Private Dialogue (PPD) was significantly enhanced in Manica and Sofala provinces to foster an improved business environment. Nine preparatory meetings were organized across the two provinces, bringing together representatives from the taxation, agribusiness, and industry and trade sectors in preparation for the Provincial Public-Private Dialogue Forum. These meetings were led by the Presidents of the respective provinces. Subsequently, two Provincial PPD Forums were successfully held in Manica (April 10th) and Sofala (April 30th), chaired by Fernando Bemane de Sousa and Cecília Sandra Jerónimo Francisco Chamutota, the Secretaries of State for Manica and Sofala, respectively; Francisca Tomás and Lourenço Ferreira Bulha, the Provincial Governors of the two provinces; and Alcides Cintura and Ricardo Baute Cunhaque, the chairmen of the Manica and Sofala Provincial Business Councils. The forums attracted over 245 participants, including businesspeople from key economic sectors, government representatives, financial institutions, academia, and development partners. The discussions culminated in the approval of the 2024/2025 Public-Private Dialogue Matrix.

Public-Private Dialogue at the District Level

Public-Private Dialogue (PPD) was revitalized in ten districts, including Barué, Vanduzi, Manica, Chimoio, Sussundenga, Macate, and Gondola in Manica province, as well as Nhamatanda, Dondo, and Gorongosa in Sofala province. District-level platforms were restructured to enhance dialogue between public and private sector representatives. The events involved key local leaders such as district administrators, Conselho Empresarial Distrital (CED) presidents, SDAE directors, and CED vice-presidents. These efforts were designed to attract new members, swear in government counterparts, and ensure the full operationalization of the CEDs.

Engagement with Existing Business Associations

A total of 31 meetings were held with various business associations across Manica and Sofala provinces to identify and discuss barriers in the agribusiness sector. The participating organizations included the Association of Young Entrepreneurs (ANJE)/Hublink, Beira Commercial Association (ACB), Chambers of Commerce, Poultry Farmers' Associations, Provincial Forums of Non-Governmental Organizations (FOPROSA and FOCAMA), Provincial and District Peasants' Unions (UPC and UDAC), the Association of Rice Agro-industries (Sofala), FRUTICENTRO, AMUSI Women's Association (Manica), AMUNE (representing businesswomen), ANJE (representing young entrepreneurs), two Community-Based Women's Cooperatives, and ten young agro-processing entrepreneurs from the plant and vegetable production sector. These meetings resulted in the development of follow-up matrices that outline the concerns raised by these groups, which will be analyzed and addressed at various government levels.

Formation of New Business Associations

Over the year, several associations were created to establish appropriate mechanisms for interaction with both public and private entities. In partnership with UNIDO, FRUTICENTRO was created and legalized, with additional support provided for its organizational development and the design of promotional materials. The Rice Agro Industries Association is currently in the registration phase at the Registry of Legal Entities, with its statutes undergoing approval. Additionally, the Association of Legume Processing Industries held a pre-constituent assembly, marking an important step in its formation.

Establishment of Value Chain Working Groups

Three Working Groups were formed in the rice, fruit, and legume value chains to facilitate sector-specific consultations. The Rice Working Group in Sofala held two meetings (July and December), called the Provincial Rice Consultative Group, led by the Provincial Director of Agriculture, with 40 participants, including representatives from the public and private sectors, academia, partners such as FAO and IFDC, financing agencies, and producers. Similarly, the Fruit Working Group in Manica held two (July and December) meetings, also led by the Provincial Director of Agriculture, with 51 participants from the public and private sectors, NGOs, academia, and other stakeholders.

Government and Producer Interaction Platform

An interaction platform was established in May 2024 to address specific problems faced by producers at the grassroots (district) level, with the ability to escalate issues to the provincial level when necessary. Two meetings were held in August in the districts of Dondo and Gondola, led by SDAE Directors, and attended by 116 farmers, as well as representatives from District Peasants' Unions, Agricultural Associations, Milk and Agricultural Cooperatives, Beekeepers Associations, PACEs, Machinery Park Managers, local private companies, and the Tax Authority.

Capacity Building for Agribusiness Companies

A training needs assessment meeting was held in Beira in December to present Mangwana's Capacity Building Plan for agribusiness companies, with 28 participants in attendance, including representatives from AMUNE (Business Women's Association), ANJE (Young Entrepreneurs Association), two Community-Based Women's Cooperatives, and ten young agro-processing entrepreneurs. The session focused on identifying and addressing key capacity gaps to enhance business performance and growth.

Provincial Forum for Local Economic Development Partners

Mangwana provided support for the Provincial Forum of Local Economic Development Partners in Sofala held in November, which was attended by 116 participants from the government, private

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sector, NGOs, and development agencies. Chaired by Her Excellency the Secretary of State for Sofala Province, the forum highlighted best practices for conducting the synergy platform, with a strong emphasis on planning, information sharing, and monitoring of development indicators.

Proposing Reforms in the Priority Value Chains

The activities under this macro component focus on engaging with various stakeholders to identify intervention needs, some of which may lead to regulatory proposals or specific reforms. To achieve this, several actions have been undertaken in 2024:

- *Database Creation:* A database has been established, registering 564 MSMEs involved in agribusiness, 353 associations, and 46 agribusiness legal instruments, including laws, strategies, policies, and regulations. A mechanism will be developed to disseminate these legal instruments to the target audience in 2025.
- *Consultation Meetings:* Meetings were held with different individual and collective stakeholders (presented above), which culminated in the identification and compilation of the needs for solutions. The process of verification and consultation with the Government regarding the relevance of these solutions to be eligible for a study of legal reform or improvement of the administrative process at the level of institutions continues
- *MSME Legal Registration Support*: In collaboration with ACB, a meeting was held in August in Sofala province to educate MSMEs on the simplified legal registration mechanisms outlined in the Package of Measures for Economic Acceleration (PAE) and the recently approved MSME legislation. This initiative helped MSMEs overcome legal barriers, allowing some to apply for the Mangwana grant fund.
- *Review of Studies in the Fruit Sector*: Additionally, in partnership with the FAO and GIZ, ongoing and completed studies are being reviewed to ensure efforts are not duplicated in the fruit growing sector and that existing research findings are effectively utilized.
- *Clarifying Diesel Tax Legislation*: In partnership with the CEP, a meeting was held in September in Sofala province with the Tax Authority and the Provincial Infrastructure Service to clarify the legislation relating to the Code on the benefits of the Diesel Specific Consumption Tax and the mechanisms for producers to access it.

Improving Access to Land for Small and Commercial Producers

To enhance secure access to land, the following actions were carried out over the past year:

- *Training of Technicians:* Thirteen technicians from the District Planning and Infrastructure Service (SDPI) in Gorongosa and Macate were trained in July in regulatory and operational instruments related to land security. The training covered topics such as geoprocessing for territorial planning, land conflict management, and community involvement in urban land management.
- *Support from Fórum Terra Manica*: The NGO Fórum Terra Manica was contracted in March to assist producers with land security matters. Their support includes training, awareness-raising, community consultations, and area recognition, ultimately leading to the processing of documentation for the granting of DUATs to producers.
- *Community Talks on Land Legalization*: Community talks were conducted on the importance of land delimitation, zoning, and legalization, reaching 612 beneficiaries across several districts. These included Macate (80), Vanduzi (82), Chimoio (29), and Gondola

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(32) in Manica province, as well as Gorongosa (44), Búzi (288), and Nhamatanda (57) in Sofala province; and were held over the period of May, June, August and September.

- *Coordination with Government Institutions*: Meetings were held with the Provincial Directorates for Territorial Development and the Environment, the Provincial Environmental Service, and the SDAEs of Manica and Sofala to present Mangwana's approach and methodology for securing land access. These meetings also established coordination mechanisms between relevant institutions.
- *Formal Communication to Authorities*: Additionally, a formal letter regarding Mangwana was submitted to the Ministry of Land and Environment and copied to the respective Provincial Directorates in Manica and Sofala.
- *DUAT Processing Consultations*: Four community consultations in July and October (Vanduzi - 01 and Macate - 03) were held in the districts of Vanduzi and Macate for DUAT Processing, resulting in the processing of 47 that will benefit 103 producers.
- *Awareness Sessions for Producers:* Awareness sessions were conducted in August for producers in Gorongosa and Búzi to emphasize the importance of secure access to land.

Strengthening Coordination and Information Sharing Among Beira Corridor Stakeholders

To enhance coordination and information sharing among Beira Corridor stakeholders, several key actions have been implemented and are detailed in the sections below.

Provincial Synergies Platform

A provincial platform for synergies and complementarities was established in April 2024 in Manica and Sofala to facilitate collaboration among stakeholders. The platform aims to improve the understanding of implementation approaches, methodologies, and potential beneficiaries while minimizing duplication of interventions across various projects and programs within the Beira Corridor.Two meetings of the synergies platform were held in Beira and Chimoio (first meeting in May and the second in November and December), with the participation of 40 partners (26 in Manica and 14 in Sofala) operating in the two provinces, alongside public institutions such as DPAP, DPIC, ADVZ, and INGD. These meetings resulted in an expression of interest in synergies and complementarities between Mangwana and partners including Triple Resilience, Dorcas Aid, Kupulumussa and FAO.

Partnership Database

A database of Beira Corridor partners—containing names, contacts, and areas of intervention—was created to consolidate partnerships. This database is being updated for subsequent sharing and leadership by DPAPs and FAR Delegations. Additionally, a database tracking various strategic interventions, investment plans, and their progress within the corridor has been established and is currently being updated.

Collaboration with Private Sector Companies or Research and Educational Institutions

Memorandum of Understanding and/or grant agreements have been established between Mangwana and national and international educational and research institutions and the national private sector, namely: IIAM, Instituto Agrário de Marera, ADPP Nhamatanda, Tigre de Ouro, Investagro, Companhia de Zembe and SeedNL. Agreements with CDI and INTA are in the process of being finalized. The objectives of these agreements are summarized below:

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- Marera Agrarian Institute - established a demonstration field to provide practical training to students and the community around the field, through the allocation of inputs to establish 4ha of corn, 0.5ha of beans, 1ha of cabbage, 01ha of tomatoes, 2ha of soybeans, fuel for irrigation, personal protective equipment (PPE), irrigation equipment for the total grant value of MZN 830,030 (~ EUR 12,206)
- SeedNL – to develop a detailed study of the seed value chain in the Beira Corridor for the total grant value of EUR 99,576
- IIAM - to support the provision of pre-basic and basic seeds and strengthen technical assistance for producers who will be involved in the Local Seed Production Program as well as seed production companies, for a total value of MZN 3,003,600 (~ EUR 44,170)
- INVEST AGRO – helping producers adopt good practices and improve access to markets for common beans and rice in the districts of the Beira Corridor through an MOU (no grant funding)
- Tigre de Ouro and Companhia de Zembe – establishing a partnership to work in close connection with educational institutions to facilitate the youth internship and incubation process through an MOU (no grant funding)

Increasing Awareness of Investment Opportunities
Meetings were held with DPAP and APIEX in Sofala and Manica province to assess investment opportunities in the Beira Corridor. Further, Mangwana facilitated the promotion of investment by supporting 12 youth- and women-led enterprises from Manica and Sofala provinces in showcasing their products at the 59th edition of FACIM (August 26th to September 1st). This exposure enabled the establishment of new market connections.

Establishing a Strategic Environment for Project Implementation

To create a strategic environment for Mangwana's implementation, several actions were carried out in 2024 and are listed below:

- *Project Launch*: The official launch of Mangwana took place in Vanduzi district, Manica province (April 2nd), with the participation of Her Excellency Elsbeth Akkerman, Ambassador of the Kingdom of the Netherlands to Mozambique, the Director of IGG, representatives from the public and private sectors, producers, NGOs, and students from ISPM.
- *Technical Committee*: The first Mangwana Technical Committee (December 5th) meeting was held in a hybrid format (both in-person and online), to enable continuation of these meetings during the November 2024 political unrest, with approximately 45 participants. Two physical meeting rooms were set up in Beira, along with another at the Mangwana Program offices in Chimoio, while additional participants joined remotely from Tete, Gorongosa, Beira, and Chimoio. Attendees included members and guests from the public and private sectors, representatives of associations, civil society, and representatives of projects funded by the Embassy of the Kingdom of the Netherlands along the Beira Corridor.
- *Synergies with other Donor Funded Programs*: Mangwana has collaborated with various programs in the Beira Corridor to leverage from each other's efforts including GAIN (alignment on nutrition and sharing of nutrition training materials), Triple Resilience (alignment on implementation areas and approach, discussed opportunities for synergies

between the programs) and SLDP (sharing of training materials and building from SLDP already existing materials).

- *Collaboration with Dutch Private Sector*: Mangwana has been engaging with some Dutch companies to explore partnerships. For example, Mangwana has engaged with Hendrix Genetics to explore the introduction and promotion of Sasso chicken in Mozambique through the Beira Corridor

3.4 Cross Cutting: Gender and Youth

Women and young people are the primary focus of the Mangwana program activities, benefiting more than 227,000 individuals, with 50% being women and 30% being youth, also with over 15,000 women progressively becoming more empowered. The program includes activities that indirectly contribute to transforming social norms and addressing structural inequalities by promoting progressive shifts in power dynamics between men and women.



Gender Training with producers from the Magogodza community in Barue (Safe Space Approach)

To ensure the successful implementation of the gender and youth action plan, the team received training on gender dynamics, as well as tools and strategies to promote gender equality, youth inclusion, and economic empowerment for women and young people in all program activities. In order to ensure that the responsibility for the gender and youth inclusion is shared by all Mangwana staff members, and not only the Gender and Youth Manager, three training workshops were held with all Mangwana team members:

- The first workshop conducted in January focused on inclusive employee and client recruitment, providing guidance on best practices for supporting gender- and youth-inclusive hiring and retention within the program, as well as clearly communicating women and youth targets to field staff, and the dual registration of beneficiaries.

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- The second workshop completed in March covered the "elevator pitch", equipping the team with a concise message to effectively communicate the program's objectives and emphasize the importance of gender and youth inclusion within communities during the community sensitization and awareness and with the community leaders.

- The third workshop completed in May focused on ensuring that the entire team has the basic knowledge on gender equality and the program's approach to advance women and youth economic empowerment.



Gender training with producers from the Bandua community in Barue (Safe Space Approach)

Over the course of project implementation in 2024 the following summary activities were carried out:

- **Gender and Youth Assessment:** During the program's design phase, consultants conducted a gender and youth assessment to identify the constraints and opportunities faced by women and young people. The results were presented to the program management team and shared with team members. In September 2024 the consortium formulated a 'sharpened' gender analysis, which built on the findings of the gender analysis formulated during the inception phase. These two analyses identified the needs, designed activities addressing these needs within the scope of the program with the project teams and explored opportunities for synergies of other initiatives in the Beira Corridor.

- **Development of the Gender and Youth Strategy and Action Plan:** The program's action plan and gender and youth strategy were developed, incorporating key recommendations from the gender and youth assessment. In December, the gender and youth action plan and strategy were updated and finalized incorporating the results and recommendations from the sharpened gender analysis.

Staff training and workshops

- **Reflection Sessions on Program Progress:** Two reflection sessions were conducted with the entire team to assess the level of involvement and retention of women, men, and young people in the program, and reflections on challenges and lessons learned. The sessions were completed in May and July, and showed positive feedback on dual household registration and feedback from the field for more active participation of women (and husbands).

- **Reflection on registration and targets:** Two reflection sessions were conducted in June and November with the MEL team to discuss targets of gender and youth targets in all program activities, and identifying disaggregated processes through registration of output for targeted in-field support (advisory to technicians and program team).

- **Gender Training for Nutrition Facilitators:** Training on gender equality and youth inclusion was provided to 65 nutrition facilitators (31 women and 34 men), conducted in July and December.

- **Gender Training for VBAs:** Training on gender equality and youth inclusion was provided to 131 VBAs (19 women).

Engaging and training program clients

- **Preparation of Training Materials:** Ten training materials on gender equality and youth inclusion were developed for use in program training sessions. These included review of materials on team gender training; materials for training of VBAs, nutrition facilitators and credit and savings facilitators; agribusinesses training and Gender research diagnostic (GRD) tool; farmers training; soft skills with technical and vocational Education training institutions (TVETs). These materials were collected and adapted from resources provided by consortium members, with a focus on incorporating visual content generated by artificial intelligence.

- **Identifying Role Models in the Communities:** Thirty couples were identified as community role models to promote change and contribute to women's economic empowerment. These role models facilitate and strengthen dialogue between couples (especially husbands), encouraging the active participation of women in the program.

- **Gender Workshops with Producers in the Communities:** A total of 828 producers (339 men and 475 women, including 342 young people) received training using the Safe Spaces approach. The Safe Spaces approach focuses on shifting norms and attitudes on gender equality, and shared responsibilities while creating a positive environment where women can actively participate in program activities, generate income, and make decisions independently or jointly with their spouses or other key community members. The team produced and shared a video on safe spaces sessions and nutrition activities for future dialogue within communities about gender norms and shared responsibilities

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- **Training of trainers (ToT) for field technician and nutrition facilitators:** was provided to field and nutrition technicians on safe spaces approach in order to conduct the gender training session in addition to agricultural and nutritional training in the communities.

- **Engaging men in nutrition activities:** included 83 father and 84 mother models, and invited men in the communities to be involved in nutrition activities, traditionally considered for women and a total of 1385 participate in the nutrition trainings. Men and women nutrition facilitators were included as role models in the nutrition activities.

- **Show casing**: produced and shared a video on safe spaces sessions and nutrition activities for future dialogue within communities about gender norms and shared responsibilities

During 2024 the program had the honor of receiving two visits from donors with a focus on gender and youth:

- **July Visit:** The gender and youth team from the Embassy of the Kingdom of the Netherlands visited Manica district, specifically the Chicueia community, where they observed production fields, engaged with producers receiving technical assistance, and participated in a cooking demonstration featuring a "model father."

- **August Visit:** The Ambassador for Youth, Employment, and Education from the Kingdom of the Netherlands visited, accompanied by the embassy's Head of Cooperation and Program Officer. Their visit focused on understanding the program's youth empowerment approach. They toured the Marera Agricultural Institute, with which Mangwana recently signed a grant agreement, and attended a dinner with six young people, including Mangwana beneficiaries, graduates, and entrepreneurs from technical vocational education institutions (TVETs). The discussion centered on "Vocational Training and Agribusiness: Perspectives, Challenges, and Solutions for Young People."

Grants for Youth and Women Entrepreneurs
As part of our commitment to empowering young people and women, the program has provided grants to support entrepreneurial initiatives. These grants aim to enhance business growth, improve market access, and foster economic independence. Key activities include:

- Support for Youth- and Women-Led Businesses: Twelve youth- and women-owned businesses from Manica and Sofala provinces received support to increase their visibility and market reach. These businesses participated in the 59th edition of FACIM, where they were able to showcase their products, expand their networks, and establish new market opportunities.
- Grants for Agricultural and Agribusiness Initiatives: Financial and material support was provided to selected entrepreneurs to facilitate business expansion, production capacity enhancement, and sustainable agricultural practices.
- Facilitating Access to Financial Resources: The program connected entrepreneurs with funding opportunities, including the Mangwana subsidy fund, enabling them to overcome financial barriers and invest in their businesses.

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Collaboration with Students and TVET Colleges
The program actively engages with students and Technical and Vocational Education and Training (TVET) colleges to equip young people with practical skills and entrepreneurial knowledge. Activities include:

- Practical Training at Marera Agrarian Institute: A demonstration field was established at the Marera Agrarian Institute, providing hands-on training for students and the local community. The program supplied inputs for 4 hectares of maize, 0.5 hectares of beans, 1 hectare of cabbage, 1 hectare of tomatoes, and 2 hectares of soybeans, along with irrigation equipment, personal protective equipment (PPE), and fuel for irrigation. The total grant value for this initiative amounted to 830,030.80 meticais.
- Youth Empowerment and Networking: A delegation from the Kingdom of the Netherlands, including the Ambassador for Youth, Employment, and Education, visited the Marera Agrarian Institute to learn about the program's youth empowerment approach. As part of the visit, a roundtable discussion was held with six young people—comprising Mangwana beneficiaries, graduates, and entrepreneurs from TVET institutions—on the theme "Vocational Training and Agribusiness: Perspectives, Challenges, and Solutions for Young People."
- Skills Development and Career Support: Students and young entrepreneurs received training, mentorship, and career guidance to enhance their employability and entrepreneurial success in the agricultural sector.

5. SITUATION ANALYSIS

During the first full year of implementation of the Mangwana program, several challenges and opportunities emerged, influencing our progress. This section provides an overview of the key observations, setbacks, and learnings encountered during this period.

Challenges and Lessons Learned

Sociopolitical and Environmental Challenges: The largest challenges faced during the period was the impact of sociopolitical and environmental factors. Post-election tension disrupted essential activities such as beneficiary registration and public-private dialogue meetings. Additionally, irregular rainfall and drought conditions affected field productivity and delayed irrigation efforts in traditional farming areas, complicating agricultural output.

Logistical and Operational Delays: Logistical and operational delays were another persistent issue. Overlapping work activities led to slow data entry on the Commcare M&E platform at the beginning of the program. In addition, procurement delays postponed the distribution of grant equipment, while the complexity of logistical planning required much earlier initiation and more comprehensive work plans than initially anticipated.

Coordination and Team Alignment: Coordination and team alignment was difficult in the beginning of 2024 while the program team had to figure out the One Team approach across 4 different organizations.

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Youth and Gender Inclusion: Youth and gender inclusion was an important priority, and challenge over the last year. It was challenging to attract young people to agricultural activities within the Farming System framework, with few incentives proving effective. In addition, fewer women assumed the role of VBAs due to household responsibilities and mobility constraints, reflecting the impact of deep-seated cultural norms.

Access to Financial Services: Access to financial services was hindered by both internal and external factors. Delayed strategic alignment and slow responses from financial institutions resulted in producers facing prolonged waits for financing. The private sector also expressed a need for Mangwana to take a more active role in removing financing barriers to set an example for other funding lines.

Community Engagement and Awareness: Community engagement and awareness efforts faced challenges as well. Some leader-producer groups saw low participation due to perceptions that benefits were directed only to influential leaders. Additionally, social norms impacted women's willingness to take on agricultural leadership roles, indicating a need for more inclusive engagement strategies.

Bureaucratic and Procedural Obstacles: Bureaucratic and procedural obstacles also presented roadblocks for the enabling environment. The process of establishing rice and legume agribusiness associations was slowed by excessive administrative bureaucracy. Similar challenges arose with DUAT processing, where limited interaction with land departments and sector partners delayed outcomes. Improving procedural efficiency remains a key area for development

Key Lessons Learned

Early and Detailed Logistical Planning: One key lesson was the importance of early and detailed logistical planning. Experience showed that planning activities typically take double the expected time, underscoring the need to start earlier and manage timelines more conservatively. Additionally, working with smaller, dedicated teams for proposal reviews proved more effective, providing consistency and reducing coordination burdens.

Attracting Youth and Women to Agriculture: Efforts to enhance youth and gender inclusion highlighted the need for tailored policies. To attract youth to agricultural activities in rural areas, programs must provide more appealing incentives. Addressing cultural norms is equally important, with community leaders playing a vital role in encouraging more women to take on roles such as VBAs.

Cross-Team Collaboration for Success: Cross-team collaboration emerged as a critical factor for success. Better alignment between Outcome teams ensures that strategic priorities guide proposal analysis, while engaging leadership earlier helps resolve conflicts caused by competing team priorities. Stronger internal coordination improves overall program efficiency.

Engagement with Government and Community Stakeholders: Improving relationships with government and community stakeholders proved essential for visibility and impact. Sharing progress reports with government entities and partners increased Mangwana's visibility and credibility. Additionally, strengthening interaction with government departments improved procedural flexibility, expediting processes such as DUAT allocation.

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Community Engagement as a Monitoring Tool: Community engagement was identified as a crucial tool for achieving program goals. Personalized home visits helped monitor and address cases of malnutrition, providing tailored guidance that improved family nutrition and childcare practices. Similarly, increasing community awareness and training on land security and DUAT processing ensured more equitable access for producers.

Overcoming Bureaucratic Barriers: Overcoming bureaucratic barriers required a systematic approach. Technical work sessions helped analyze and address constraints identified in the public private dialogue matrix. Business associations, particularly in agribusiness, benefited from capacity-building efforts, enabling them to better analyze value chain challenges and advocate for solutions.

Promoting Financial Inclusion through Awareness: Promoting financial inclusion was another area of focus. Integrating financial awareness into existing meetings and events proved more effective than organizing separate sessions, increasing outreach without overburdening resources. Success in encouraging women to apply for the Growth Stage Fund demonstrated that targeted efforts could yield high participation rates, serving as a model for future initiatives.

Leveraging Synergy to Reduce Duplication: Finally, leveraging synergy and reducing duplication of efforts emerged as a best practice. Engaging directly with other projects and NGOs operating in the Beira Corridor avoided the creation of redundant platforms. Reviewing and adjusting the DUAT allocation strategy also improved sector interaction, ensuring that procedural processing was more efficient and better aligned with program goals.

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6. ANNEXES

6.1 Success Stories

Women in Agriculture: Transforming Challenges into Opportunities in Mozambique with Producer Olivia's Story



Olívia Ezequiel grows tomatoes and watermelon in Dondo, Mozambique

Cultivating Resilience: Learning to Grow Opportunities

In the beginning, Olívia Ezequiel's experience in agriculture was born out of necessity.

"I remember it was a Sunday in 2013. My husband didn't work; he just did odd jobs. I also just stayed at home. That day, we had nothing to feed our children," she recalled. "After crying so much, I went from house to house asking to do something in exchange for money, and I found a field to clean. They only gave me 250 meticais ($3.91)."

Determined to provide for her five children, Olívia continued to work in that field until one day, the farm owner offered to teach her to produce tomatoes and watermelons under her supervision. Over time, Olívia learned to grow produce and became more confident in her skills.

Agriculture employs about 80% of the workforce in Mozambique and is critical to the country's economy and food security. Mozambique has the potential to be a significant food producer in

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Southern Africa, but improving agricultural productivity is challenging. Climate change and regional instability are also leading to more food insecurity.

In 2020, Olívia and her family fled their home in Cabo Delgado in northern Mozambique because of the insurgency. They moved further south to the district of Dondo in the Beira Corridor to rebuild their lives.

But Olívia ran into challenges as a farmer in Dondo. Climate change has made the Beira Corridor prone to droughts, and Olivia's crops would often wither and die before she could harvest them.



Olívia sits with tomatoes she harvested on her property in Dondo.

Helping Women in Agriculture Adapt to Climate Challenges

The Mangwana program supports smallholder farmers like Olívia by helping increase their climate resilience. Through this initiative, Olívia received technical assistance and inputs, including improved tomato seeds, to help her adapt to the long periods of drought in the Beira corridor. With these new seeds, Olívia expects to produce 50 tons of tomatoes, a more than three-fold increase over her previous production.

The technical assistance provided by Mangwana program technicians goes beyond just agricultural practices.

"I'm learning from the Mangwana technicians how to control, from the purchase of seeds to the harvest," Olívia shared. "I've also learned how to spend and save, taking part in savings groups and processing not only watermelon but also tomatoes, cabbage, kale, and lettuce for domestic use."

New Growth for a Better Tomorrow

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Today, Olívia owns a 3-hectare field where she produces tomatoes, watermelons, and other vegetables. She sells most of her produce and uses the surplus for her family's consumption. She now makes a profit of 210,000 meticais ($3,287) per season from tomatoes alone, showcasing the earning ability in Mozambique's agricultural sector when farmers have access to knowledge and resources.

Olívia dreams of expanding her business and exporting watermelon and tomatoes. She also wants to share the techniques she learned with other local producers.

Through resilience, determination, and support from programs like Mangwana, smallholder farmers like Olívia are turning challenges into opportunities, contributing to both their personal growth and the broader economic development of Mozambique.

Young Women in Agriculture: Turning Opportunity into Entrepreneurship and a Source of Support for Single and Widowed Women in Mozambique with Producer Farizana's Story



Farizana Hawa with her cucumber production

Farizana Hawa Candango is a 27-year-old woman from Quelimane, currently living in Sofala province in Mozambique between the districts of Beira and Dondo. She is a small farmer and owns 6 hectares of land where she grows various crops such as rice, vegetables (lettuce, onions, beet, carrots, cabbage, tomatoes, cucumbers and parsley) and, in the future, hydroponics.

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Farizana, who has a degree in business management and loves agriculture, started working as a producer at the end of 2022 when her husband offered her 2 hectares of land that had yet to be cleared.

She says that she made a small assessment of the markets in the districts of Beira and Dondo, where she currently sells her products, and realized that the supply of vegetables was unstable in times of scarcity, when there is a lot of rain or a lot of heat. In order to start her business, she had to take out a loan of around 200,000 meticais to clear the space and open up pools of water and created Herdade Hawa, which is now a small farm.
Herdade Hawa has 8 permanent employees and several seasonal ones. As well as producing vegetables and rice, it helps disadvantaged single women and widows in the region to make a living.
"*I remember that life challenged me, three years ago my husband gave me a two-hectare plot of land and I had to turn it into a productive farm. At the time I didn't have any money to start with and in this country it's very difficult to get loans from banks when you have nothing to guarantee it, being young and a woman, but my husband, who always believed in me, lent me money to clear the land and start producing something.*"

Farizana Hawa had several challenges at the beginning of her business, as she says: the first carrot and cucumber crops were not very successful due to a lack of techniques.

"*I wanted to give up at the beginning, I lost everything, the carrots came out so small I couldn't even sell them and the cucumbers didn't come out at all, I lost everything, my first investments were all lost due to lack of experience, I didn't know many production techniques or good seeds, I had lost hope, I thought the soil wasn't productive at all for producers*"



Farizana with her team of local producers where she is opening a fishpond

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Support from the Mangwana Program: Farizana and Leading Producer in Dondo

Farizana was identified and registered last year by the Mangwana program and has received technical support, cabbage seeds, tomatoes, rice and fertilizers. Today she is a leading producer with a 1 hectare rice demonstration field.

"*I took the first steps with the Mangwana project because when I started working with Mangwana I received technical support, I learned when and how to produce, I received seeds and fertilizers at a time when I was hopeless, I had lost carrot and cucumber production and I thought that my land was not suitable but the Mangwana project technician encouraged me to produce again, and it was the first time that I produced 750 kilos of cucumber for the first time and I managed to sell 40,000 meticais and I had only spent 6000 to buy seeds and fertilizers* "

With the support of the project, Mangwana has doubled his production of cabbage, tomatoes, carrots and cucumbers. In addition to opening a pond to start fish farming, he has increased his area to 6 hectares, and intends to apply to start a hydroponics project in the project's next subsidy window.

Supporting Young, Windowed and Single Women to Empower them in the Thandane Community in Dondo

Farizana Hawa, in addition to producing food and marketing, last year had the idea of helping young, widowed and single women from Thandane to help 10 women who don't work every 3 months in order to empower them. She teaches them the whole production process right up to the harvest, and the proceeds from the sale are split 50% for them and 50% for the Hawa Estate.

" I *identify with causes that support and empower women and I came up with the idea of doing something for my community, I identify them with the help of the community leader, I teach them how to produce different crops and in the end we split the money equally, I give them financial education techniques and I always advise them to start a business with the money they earn, last year I worked with 30 women and I would like to reach more women who need this support"* .

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Farizana next to 2 women she works with in the empowerment program

The dream of becoming a benchmark in hydroponics techniques and systems

With around 6 hectares, Farizana would like to increase her space by another 4 hectares. This is a plan for the near future and to set up the hydroponic system to produce all year round and be a benchmark in the Dondo region.

"With 10 hectares I can have the space to fulfill my dream of having a hydroponic system, because it doesn't depend on the sun and we'll have green fields all year round, I can already make more than 200,000 meticais with the products I produce and sell, I want to increase rice production and sell to all of Mozambique and work with more, have vegetables every season of the year and work with the women of this community to empower them."

The producer talks about the challenge of the very unstable market in which the sale of products and the price do not depend on the producer.

"Unfortunately the producers don't dictate the market price, if today I can sell at 30 MZN/Kilo of tomatoes which we consider a fair price, and tomorrow we can get to the market and this product will be below 20 meticais"

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Through technical support, entrepreneurship, resilience and focus, the Mangwana program aims to improve the food and nutrition systems in the border corridor, contributing to the empowerment of women and young people.

FROM HARDSHIP TO SUCCESS: A PROMISING YOUNG GONDOLA GROWER AT JUST 18 YEARS OLD

"I want to be an agronomist and a vegetable expert" Joaquim Samucuti



Joaquim Samucuti, an 18-year-old who finished high school in 2023, is passionate about agriculture and a true dreamer. The small producer was born and raised in the Mundima community in the district of Gondola. He has an area of 1.5 hectares, of which 1 hectare is used to grow cabbage, kale and tomatoes and half a hectare produces other crops such as maize and beans.

Joaquim Samucuti is a member of the Mudzigangdze Association in Gondola. This associative movement has around 34 members, including men and women, whose aim is to stimulate and increase agricultural production, marketing, income generation and the dissemination of production techniques in their communities. They have the support of the Mangwana program, which is assisting 45,000 small producers to build livelihoods that are more resilient to shocks, operating more sustainable, productive and profitable agricultural systems in the Beira Corridor.

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The Mangwana program's commitment to the development of local communities and its focus on young producers.



Producer Joaquim with EKN Youth Ambassador at dinner with young small producers and entrepreneurs

Mangwana's support, in addition to technical assistance and monitoring of activities, is also focused on good production practices, co-funding for the purchase of agricultural equipment, such as electric pumps, soil moisture measurement sensors, savings, revolving credit, gender and nutrition for around xx producer associations in the Beira Corridor, with the aim of increasing their incomes and improving their quality of life and that of their families.

“As well as learning new production techniques and irrigation control with the Mangwana program, I receive training on savings, revolving credit and gender, which allows me to improve my work.” Joaquim Samucuti

Joaquim is the son of farmers, in a family made up of 14 members, of whom Joaquim is the youngest in the family structure. Like his siblings, he grew up watching his parents working on the land, and from an early age he learned to value this work. He has always combined his studies with farm work alongside his parents and siblings.

“In the fields we all have chores to do. My brothers and I used to clean the fields, prepare seedlings, sow seeds, water the plants and weed. I've been doing these activities since childhood. My love of farming goes back to my childhood.”

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After finishing high school, like other young people, Joaquim's dream was to continue his studies in higher education, but due to financial difficulties he was unable to continue his studies. Determined not to stand still, he accepted his father's offer: four head of pigs.

Since Joaquim's focus is agriculture, he chose to sell the pigs offered by his father in order to invest in agricultural production. With the sale of these animals, Joaquim managed to raise enough money to buy agricultural inputs and start his own production, initially focusing on growing cabbage and tomatoes. Aware of the importance of nutritious food for himself and his family, Joaquim produces crops such as corn and beans for home consumption.

Production geared towards the local market

Joaquim produces just over 27,000 heads of cabbage and tomatoes per season. The main buyers of his produce are the surrounding communities and retailers, but at the peak of production he moves on to other markets, especially Chimoio and Gondola, where he sells his products wholesale and retail. In the current agricultural campaign, referring to the second season, the young producer has already generated just over 400,000 Mts from production and hopes to double or triple this figure with the tomato and bean harvest.

Joaquim's dream is to become an agronomist, and to this end, part of the proceeds from his sales are going into savings to invest in his education.

6.2 Media Clippings

Newspaper articles covering the launch of the Mangwana project in April 2024

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8 REPORTAGEM

DIARIO 05 DE ABRIL DE 2024

REPORTAGEM 9

Em crianças menores de cinco anos de idade

Desnutrição crónica constitui "bomba-relógio" comprometedora ao desenvolvimento do país

— alerta embaixadora do Reino dos Países Baixos

Por MADEIRA SEBASTIÃO

A embaixadora do Reino dos Países Baixos em Moçambique, Elsbeth Akkerman, alertou recentemente, na província de Manica, que "a desnutrição crónica, sobretudo em crianças abaixo de cinco anos de idade, constitui uma 'bomba-relógio' que pode comprometer, seriamente, o desenvolvimento do país, apesar de alguns progressos alcançados pelo sector produtor de alimentos, a nível nacional".

Segundo a diplomata que falava no distrito de Vanduzi, na cerimónia de lançamento do programa de reforço dos sistemas alimentares e nutricionais baptizado por "Mangwana", direccionado a 12 distritos do Corredor da Beira (sete em Manica e cinco em Sofala), financiado pelo seu país no valor de 30 milhões de euros, para período de quatro anos (2023-2027), o combate a esse mal constitui uma das prioridades da iniciativa.

Realçando que, "a desnutrição crónica constitui um dos maiores desafios do Corredor da Beira, em particular, e do Moçambique, no seu todo", Elsbeth Akkerman disse que "essas crianças podem ter um baixo desenvolvimento cognitivo. Isso pode levá-las a um fraco desenvolvimento escolar e menor produtividade económica ao longo da vida; daí, mais uma vez, a necessidade de abordarmos colectivamente este problema com a frontalidade que merece".

A embaixadora do Reino dos Países Baixos em Moçambique elucidou, a propósito, que "no caso da província de Manica, a taxa de desnutrição crónica em crianças menores de cinco anos de idade é de 42 por cento. Portanto, perto de 200 mil crianças dessa faixa etária sofrem de desnutrição crónica".

A redução dos níveis de desnutrição crónica passa pela produção e consumo de alimentos com elevado valor nutricional

Queremos capitalizar investimentos em sistemas de irrigação já erguidos

— director do programa Mangwana

Visão da iniciativa Mangwana focada para transformação do sector agrário

— director provincial da Agricultura e Pescas de Manica

Noticias Newspaper



Trinta milhões de euros para o "Corredor da Beira"

Noticias Newspaper



DIARIO 05 DE ABRIL DE 2024

8 ECONOMIA & NEGÓCIOS

Reforço à segurança alimentar e nutricional

Programa beneficia 227 mil habitantes do Corredor da Beira

"Financiado pelo Reino dos Países Baixos, no valor de 30 milhões de euros, a iniciativa cobre 12 distritos de Manica e Sofala

Diario de Mocambique Newspaper

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Integrity online newspaper:

https://integritymagazine.co.mz/arquivos/24941?amp=1

VOA : https://www.voaportugues.com/a/milhares-de-camponeses-curvam-se-%C3%A0s-mudan%C3%A7as-clim%C3%A1ticas-em-manica/7561103.html

NEWS ABOUT SUPPORT FOR SMALL PRODUCERS

VOA: Nutrition in Manica : Tomato processing : tomato paste and jam

https://www.voaportugues.com/a/alde%c3%b5es-buscam-solu%c3%a7%c3%b5es-locais-para-combater-desnutri%c3%a7%c3%a3o-em-manica/7911632.html

News about Support for Small producers: Noticias Newspaper



Quarta-feira, 30 de Outubro de 2024

"Mangwana" apoia pequenos agricultores

PELO menos 4621 pequenos agricultores de 12 distritos localizados no corredor da Beira estão a beneficiar de apoio em insumos e equipamentos agrícolas através do programa Mangwana, que visa melhorar a produção e produtividade face ao fenómeno "El Niño".

O programa, lançado em Abril último, já está a apresentar resultados visíveis na província de Manica, onde os produtores estão animados por verem os campos verdes com diversas culturas já na fase de maturação.

Com a distribuição de 4049 "kits" agrícolas e fertilizantes, contendo sementes de feijão, milho, repolho e tomate, o programa Mangwana beneficiou 4049 produtores numa área de 642 hectares.

Além disso, mais 592 produtores serão apoiados até ao final do ano com equipamentos agrícolas como tubagens, motobombas, carrinhos de mão, pulverizadores e sistemas de rega por aspersão e gota a gota.

Para monitorar o nível de implementação do programa Mangwana, após o lançamento, os gestores visitaram alguns campos agrícolas nos distritos de Báruè e Manica e os resultados são invejáveis.

Alguns pequenos produtores dos referidos distritos esperam ter uma boa produção nos próximos meses, razão pela qual enaltecem a iniciativa do programa que ofereceu insumos e equipamentos agrícolas além da assistência técnica dos extensionistas.

Agricultores recebem assistência

Os beneficiários do programa Mangwana estão expectantes com os resultados obtidos até agora e demonstram gratidão pelo apoio recebido, pois estão a produzir alimentos fora da época visando combater a fome.

Por exemplo, Salomão Simbe, produtor do distrito de Báruè, disse esperar que nos próximos dias venha a aumentar as áreas de produção agrícola e enfrentar de forma eficaz os desafios climáticos que eclodiram no país.

"Este programa demonstra o compromisso do Governo e de parceiros de cooperação, além de outras entidades em fortalecer a agricultura e promover o desenvolvimento sustentável na província", informou.

Joice Sande é outra produtora do mesmo distrito, que disse estar satisfeita com o apoio do "Mangwana", pois está a produzir em tempos de crise milho, feijões, tomate e repolho, o que vai superar a bolsa de fome que está à espreita na região.

Já o director do programa Mangwana, Augusto Jaime, destacou que este é um esforço de fortalecimento dos sistemas alimentares e nutricionais no corredor da Beira, com o objectivo de melhorar a produção em tempos de crise climática.

Lembrou que a iniciativa visa estimular e dar suporte aos pequenos agricultores afectados pelas condições meteorológicas adversas e garantir a segurança alimentar e nutricional.

Jaime explicou que "o "Mangwana" está a investir em equipamentos agrícolas essenciais, como tubagens, motobombas, carrinhos de mão e sistemas de rega, para melhorar a eficiência e a qualidade da produção.

Aponta ainda a segurança nutricional como também uma das preocupações do programa, que capacitou mais de 2400 beneficiários em questões de nutrição e criou grupos modelos "de nutrição nas comunidades.

A VOZ DO CIDADÃO

6.3 Updated Risk Analysis

The below risk analysis has been updated to reflect the reality on the ground in the Beira Corridor.

Risk	Risk rating	Mitigation / management strategy	Comment from March 2025
Contextual risks			
Climatic events (droughts, floods, pest / disease proliferation, temperature fluctuations) negatively impact target groups' economic opportunities and increase vulnerability	Medium likelihood Medium to high impact	· Incorporate climate-smart / regenerative practices into farmer training and engagement. · Incorporate focus on resilience-enhancing practices into farmer training and engagement, including crop diversification. · Incorporate CCE assessment into IBPs. · Explore / promote crop insurance.	Currently the drought impacting the Beira Corridor is increasing in severity. The program will focus on maximizing the use of irrigation schemes to allow for irrigated food crop production, and will explore other ways to have an immediate impact on drought affected farmers. Cyclones may also impact production areas, the program will advise farmers to avoid flood prone areas.
Regulatory / policy decisions impact farmers and SMEs	Medium likelihood Medium to high impact	· Monitor the regulatory environment and elaborate mitigation plans when appropriate. · Zambezi Agency will work with private sector groups and platforms to facilitate and strengthen advocacy for applicable policy and regulatory reforms	Risk rating and mitigation strategy remain the same
Currency and/or price fluctuations impact cost of doing business for client farmers and businesses (either positively or negatively)	Medium likelihood Medium impact	· Establish monitoring systems in place to manage risk. · Proactively advise client businesses on how to manage currency fluctuation risk. · Train client businesses on how to monitor price risks and develop alternative input sources. · Work with suppliers/ contractors to find alternatives options, if available.	Risk rating and mitigation strategy remain the same
Reduced demand for local products due to economic slowdown, increased competition from low-cost imports	Medium likelihood Medium impact	· Assess consumer demand and promote preferred varieties. · Support SHFs and SCFs to increase yields, reduce costs, and boost quality. · Identify policy changes to support locally produced foods. · Strengthen local market linkages by adding an informal market linkage staff.	Risk rating and mitigation strategy remain the same

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Moderate to extreme security events, ranging from social unrest, demonstrations to terrorist attacks, pose a risk to programme staff and participants	Medium likelihood Medium impact	· Update TechnoServe Mozambique office's Safety and Security plan annually to provide timely guidance and protocols for mitigating security risks. · Train consortium on safety and security. · Provide access to global safety and security experts and emergency contacts, including International SOS consultants who continuously monitor threats / risks and alert staff if issues arise. · Mobilise TechnoServe global crisis committee and hibernation / evacuation plan in the event of high to extreme security risks. · Maintain strong relationships with government officials to ensure we are aware of any threats.	Ongoing post election conflict has led to the program adjusting its activities and logistics, particularly travel by program team and for major stakeholder meetings or events. Continue with regular Consortium discussions on handling security threats and decide on actions to be taken. Engagement with the donor on key activity delays, such as Trade Missions
Programme risks			
Low interest or ability from agribusinesses to co-fund investments in more inclusive and profitable VCs	Medium likelihood High impact	· Co-design inclusive business plans with agribusinesses to identify and showcase the business case from the outset. · Establish a co-investment facility for value chain actors to de-risk investments by agribusinesses.	Risk rating and mitigation strategy remain the same
Incorrect information given by programme clients to receive grant funding	Medium likelihood Low impact	· Interview and verify eligibility based on selection criteria. · Establish strict requirements for record keeping and proof of business income. · Monitor regularly throughout the project. · Triangulate information.	Risk rating and mitigation strategy remain the same
Consortium partners struggle with capacity, ability to scale, and technical capabilities, including staff performance/turn over	Low likelihood Medium impact	· Review partner progress on a quarterly basis. · Check in quarterly with each partner's leadership, ensuring alignment. · Support partners to troubleshoot issues as needed. · Coordinate with donor on identified issues. · Clear staff onboarding, guidance and monitoring to reduce staff under performance and turn over.	Risk rating and mitigation strategy remain the same

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Corrupt behaviour within programme team or partners	Low likelihood Low impact	· TechnoServe maintains rigorous anti-corruption controls. We have an Ethics Policy and require all staff to complete ethics training. · If corrupt behaviour is reported or suspected, TechnoServe will notify EKN that we are investigating and share a brief report following the investigation, along with any remedial or other actions we are taking. · TechnoServe will ensure any misused funds are restored to the programme or returned to EKN.	Risk rating and mitigation strategy remain the same
Lack of coordination with other development projects, leading to inefficient resource use and confusion for clients	Low likelihood Low impact	· Zambezi Agency's activities under Outcome 3 will improve coordination with other development projects, both current and planned / future initiatives.	Risk rating and mitigation strategy remain the same
Increased productivity can lead to expanded land use, threatening natural habitats or harming local communities	Low likelihood Low impact	· Support partners to apply regenerative agriculture principles on demo plots. · Train farmers on regenerative agricultural practices.	Risk rating and mitigation strategy remain the same
Other unintended consequences or lack of proven impact	Undetermined likelihood / impact	· Integrate adaptive management principles into programme planning and implementation.	Risk rating and mitigation strategy remain the same
Gender-related risks (outlined in Gender Analysis above)	Low risk Medium impact	· Mitigation approaches provided in Gender Analysis above.	Risk rating and mitigation strategy remain the same
Operational challenges and staff capacity affecting program implementation	Medium risk Medium impact	· Strengthen team capacity to respond to program · Increased capacity in the procurement team to handle increased operations. · Increased staff coaching and performance monitoring	New risk that has been identified. Proposed mitigation strategy is indicated.
Limited availability of key inputs/material required for program activities	Medium risk Medium impact	· Improve material requirements planning. · Expand supplier network to regional markets Consider supply delays during the planning process	

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