

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

Inception Report: September – December 2023

Embassy of the Kingdom of the Netherlands, Maputo

15 March 2024

TechnoServe and Consortium Partners: Resilience BV, Zambezi Valley Development Agency, and Agência de Desenvolvimento Económico da Provincia de Manica (ADEM)

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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
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 significantly to the goals in the Government of the Kingdom of the Netherlands' Food Security and Nutrition Policy and Framework and our own goals for local food systems transformation.

Challenges in the agricultural sector contribute significantly 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.

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Report Summary

The Mangwana program started September 1, 2023, starting with the inception period that spanned until December 31, 2023. This phase was dedicated to laying the foundation for the program's operations, including essential activities to facilitate a smooth transition into full-scale implementation.

Establishment of Operational Infrastructure: Central to the inception phase was the establishment of the operational infrastructure necessary to support the program's activities. This included the crucial tasks of hiring staff, securing office space, and procuring equipment and furniture. These foundational steps were necessary to create a conducive environment for the program's functions to commence.

Consortium Strategic Planning: The Mangwana Consortium convened strategic planning sessions to further develop the operational strategies of the program and identify key objectives and activities for 2024. These collaborative sessions were pivotal for aligning partner organizations, establishing management guidelines, and defining processes crucial for the effective management and coordination of program activities.

Key Milestones and Highlights: Throughout the inception period, several key milestones and highlights underscored the progress and momentum of the Mangwana program:

- Submission of 2024 Workplan and Budget: The formulation and submission of the workplan and budget for the ensuing year laid the groundwork for delineating operational priorities and resource allocation strategies.
- Baseline Planning and Execution: Initial efforts were dedicated to planning and executing the baseline assessment, which involved crucial engagements with government representatives in selected districts to gather essential data and insights.
- Embassy Workshops Participation: Engagement in workshops facilitated by the Embassy of the Kingdom of the Netherlands provided valuable insights and capacity-building opportunities for implementing partner organizations, enhancing their preparedness and alignment with program objectives.
- Contracting of Consultants: The program contracted Apolowil Consultants for conducting the Gender and Youth Assessment and Smart Trends Holding for the Conflict Sensitivity Analysis, reflecting a commitment to robust data-driven approaches and stakeholder engagement.
- Branding and Communication Development: The creation and approval of the Mangwana logo and branding, coupled with the development of the Communication Plan, laid the groundwork for effective stakeholder engagement and visibility strategies.

- Project Launch Planning: Extensive planning and communication efforts were undertaken in preparation for the forthcoming project launch, aiming to foster awareness and garner support for Mangwana's objectives and activities.

Inception Deliverables: This report will detail the main activities undertaken during the September to December 2023 period, alongside the inception deliverables, which are included as Annexes to this report.

In summary, the inception period marked a pivotal phase in laying the groundwork for the Mangwana program, including strategic planning, milestone achievements, and the establishment of essential operational frameworks. These foundational efforts set the stage for the program's trajectory towards its overarching goal of transforming the agricultural sector in the Beira Corridor, ultimately fostering sustainable development and food security for the region's communities.

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2. INCEPTION PERIOD PROGRESS

Activities related to the achievement of the inception period objectives are summarized below.

2.1 Consortium Organization

The Mangwana Consortium met with senior leadership of all partners in Chimoio from 1 - 2 November 2023. The purpose of the meeting was to discuss strategic and management issues for the Mangwana Consortium as well as planning for 2024, which resulted in the 2024 workplan and budget. The Consortium Leadership agreed and discussed different aspects of project governance including staff reporting lines, and overall management related to the approach of one team implementing Mangwana. The Consortium Leadership also discussed the various indicators related to monitoring and evaluation which feed into the Mangwana Monitoring, Evaluation and Learning (MEL) Plan.



Figure 1: Consortium Workshop

2.2 Strategy Development

As part of the inception phase, it was necessary to refine and consolidate the annual Work Plan, detailing the sub-activities, responsibilities, indicators, targets, means of verification, and the implementation strategy. The 2024 Work Plan is segmented into major programmatic Outcomes, along with an additional section for Program Administration. Each Outcome is led by a member of the Consortium, with Resiliencia Moçambique leading Outcome 1, TechnoServe leading Outcome 2, and Agencia do Vale de Zambeze leading Outcome 3. ADEM is responsible for implementing activities across all Outcomes. Furthermore, while each Outcome has a designated Consortium lead, all members contribute to activities within their respective areas of expertise across all Outcomes.

Note: As the program is implemented with a "one team" approach, the updates throughout this report are given as the Mangwana team, regardless of which organization worked on it.

The 2024 Work Plan was drawn up at the level of each Outcome, involving the respective leaders. Physical and online meetings were held. In the final plan, which was submitted to EKN on 15 November 2023 per the terms of the contract, the major activities for each Outcome are listed with the objectives and activities for the year with references to the applicable Outputs per the below Results Framework.

Outcome	Results Framework
Outcome 1	**Sub-outcome 1.1: SHFs apply productivity-enhancing, regenerative, and diversification practices and inputs effectively**
	Outputs: 1.1.1 SHFs have improved knowledge and skills for productive and regenerative farming of diverse crops
	Sub-outcome 1.2: SHFs initiate new or strengthen existing commercial activities
	Outputs: 1.2.1 SHFs have improved business skills and strategies 1.2.2 SHFs form savings and credit groups
	Sub-outcome 1.3: SHF households have improved nutritional awareness
	Outputs: 1.3.1 SHFs understand nutrition-enhancing approaches to household consumption and food utilisation
Outcome 2	**Sub-outcome 2.1: Key private sector market actors (SCFs, MSMEs and LPCs) operating in income generation / cash crop value chains within targeted farming systems implement more profitable, inclusive, and resilient business models**
	Outputs: 2.1.1: SCF business models strengthened to provide service packages to SSFPs 2.1.2: MSME business models strengthened to provide products and services to SSFPs and SCFs 2.1.3: LPC business models strengthened to be more inclusive of SSFPs and generate more private investment in target VCs
	Sub-outcome 2.2: Financial and risk management services offered to SHFs, SCFs, and MSMEs improved and expanded

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	Outputs: 2.2.1: Crop insurance promoted among SHFs and SCFs to reduce risk and increase investment appetites 2.2.2: Financial Institutions view SCFs and agribusinesses as a viable investment option and adapt their financial instruments 2.2.3: SHFs, SCFs, and agribusinesses access grant funding to catalyze growth and scale
Outcome 3	**Sub-outcome 3.1: Policy makers improve food systems governance to support SHFs, SCFs, and MSMEs**
	Outputs: 3.1.1: Specific needs for reform communicated to policy makers, in dialogue with SHFs, SCFs, MSMEs, and LPCs 3.1.2: SHFs and SCFs have improved access to land
	Sub-outcome 3.2: Food systems initiatives coordinate with one another, facilitated by Zambezi Agency
	Outputs: 3.2.1 Information exchanges and communication channels are established among key food system actors



Figure 2: Mangwana Outcome 2 planning meeting

2.3 Team Hiring and Composition

Over the period each of the Consortium Partners contracted the necessary staff for the Mangwana program. Each Consortium member was responsible for the individual recruitment, contracting and onboarding of their own staff. Overall the program was largely successful in recruiting individuals

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from the Beira Corridor, bringing vital local expertise to the program. While a significant portion of the hiring was conducted before the end of December 2024, a lot of the new hires did start in January 2024 due to needing to give notice and the best time to join the program. A joint onboarding session with all Mangwana staff members was carried out by the Consortium in January 2024. An updated organigram is included as Annex 1 to this report.

2.4 Procurement and Office Set up

During the inception period one key activity was ensuring that the program team was equipped with the tools and equipment needed to implement the program. This included the following procurements that were initiated during the period:

- Office space - completed October 2023, with occupation taking place in December 2023
- Office furniture and supplies - completed February 2024
- IT Network system set up and equipment - completed January 2024
- Internet service - this requirement was split from the IT network since it had previously been combined and a new RFP was launched on February 9th, 2024; it closes on February 29th, 2024, after which a Bid Analysis will be conducted in order to select the most suitable vendor
- Computers for all Consortium partners - completed February 2024
- Other IT equipment including office printer, data show and back up mobile IT hot spots - completed January 2024
- 8 Vehicles - delivered in full in December 2023
- 24 Motorcycles - delivered in full in February 2024

As noted above, not all procurements were finalized during the inception phase due to the various lead times from the suppliers which made it impossible to complete everything within budget during the inception phase for the quality required for proper project implementation.

2.5 Communications

During the inception phase, significant efforts were dedicated to communication-related activities within the Mangwana program. This included finalizing the program's logo and establishing branding guidelines to ensure consistency across all communication materials. Additionally, a comprehensive communication plan was developed to outline strategies for effective information dissemination and stakeholder engagement. Moreover, activities for 2024 were planned strategically within the framework of the communication plan to align with overarching program objectives and maximize impact.

The objectives of the communication plan, among internal and external audiences, are outlined below:

- Promote the visibility of the program - Establishing a solid and cohesive image of Mangwana, ensuring that the correct information is disclosed at the right time, maintaining a good relationship with different audiences, internal and external including traditional media.
- Support partnerships – Ensuring that donors and partners are informed about relevant changes and actions of the program, so that they feel valued as members and an integral part of the program thus leading them to identify themselves with the objectives of the program. To achieve this, the goal is to disseminate information on project activities, new developments and initiatives in the implementation areas in a timely manner, and contribute to building synergies with other organisations, local stakeholders and initiatives to improve the enabling environment for food business producers.
- Ensure adequate visibility of the donor and program achievements through the production of learning & documentation materials - Creating evidence-based materials to support the commitment of Mangwana learning and knowledge sharing principles. These materials will strengthen visibility and impact among state institutions, media professionals, market actors, agribusiness firms and farmers, NGOs, implementing partners, technical and financial partners and the public in general.
- Raise awareness and capacity to leverage change - Awareness raising with the public and private sectors in Mozambique around the impact of the Mangwana approach through lobbying local government and other relevant institutions, expanding partnerships with stakeholders (development partners, private and non-governmental institutions). The goal is to influence and sustain stakeholder engagement through increased communication, inclusive collaborations, and advocacy efforts to create inclusive business environments around the Beira Corridor.

The full Mangwana Communication Plan is included as Annex 2 to this report.

2.6 Stakeholder Engagement

The Consortium team carried out or participated in the following initiatives to engage with stakeholders:

- Held meetings with the government and other actors in the private sector regarding fundamental aspects of the project.
- Drew up terms of reference for the launch of the program and the Steering and Technical Committees

- Attended Embassy of the Kingdom of the Netherlands Workshop on building alignment and synergies in Sofala/Border Corridor The workshop took place on November 16 and 17 in Beira, Sofala, and had the following objectives: a) Create a space where implementing partners get to know each other and determine where resources can be maximized; b) Facilitate a process through which the implementing partners can identify synergies and jointly select the synergies that the majority of participants can take advantage of; and c) Agree on a common action plan of synergies and alignment that can be jointly evaluated and adjusted annually by the implementing partners together with EKN. At the end of the workshop, each organization presented an action plan that the embassy collected for alignment with other partners.
- Attended the EKN's training on Conflict Sensitivity and Preventing Violent Extremism which was to provide EKN partners with a practical introduction to Conflict Sensitivity to inform their programming, a training session for partners took place at the Seine Hotel in Beira, Sofala. The contents of which were: a) Introduction to Conflict Sensitivity including the principles and practice of Do No Harm. This was followed by a practical session on contexts where programs in Mozambique are being implemented, analyzing conflict factors (root causes), conflict issues and connectors and dividers. b) Risk analysis and mitigation: the different types of risks related to implementing projects in a conflict environment were outlined. There was also an interactive session that looked at opportunities to integrate conflict sensitivity to further explore how this could impact programming priorities, approaches and intervention strategy.
- Attended the EKN organized Orange Talks in Beira on the "Circular economy" on November 16th. The main aim of the workshop was to promote debates that help raise awareness of the circular economy, promoting the active involvement of different stakeholders, with a special focus on young people as valuable contributors, innovators and agents of change, with a view to ensuring sustainable resource management. In addition to NGO leaders, this workshop was attended by young people, entrepreneurs, youth leaders, climate activists and representatives from the public and private sectors.



Figure 3: EKN Partner Workshop 16-17 November

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2.6 Conflict Sensitivity Assessment

The Mangwana program hired the consultant company SMART Trends Holding to carry out the Conflict Sensitivity Analysis. The evaluation used a varied approach including in-depth data analysis, and rigorous field research which combined different data collection tools tailored for each specific target group. A Conflict Assessment Framework (CAF) from USAID was used as a systematic approach to understanding the underlying factors that contribute to conflicts in the Beira Corridor. A range of social, economic, political, and environmental factors that may stimulate conflicts were considered. The assessment took a participatory approach by involving key stakeholders, and triangulating information from multiple sources to ensure a comprehensive understanding of the conflict context.

The main findings of the Conflict Sensitivity Analysis are summarized in the table below:

Demographic Trends	• Manica province has a larger population than Sofala, with a balanced gender distribution. • Significant presence of the 19-39 age group highlights their importance in project planning.
Ethnic Composition	• Variations in ethnic composition across provinces, with no reported ethnically motivated violence.
Actors Involved in Conflict	• Diverse perspectives among stakeholder groups regarding who are the conflict actors, and understanding the different perspectives is essential for developing effective conflict resolution strategies.
Socio-economic and Political Factors	• The most prominent issues identified revolve around the criteria used to select project beneficiaries, access to production tools and inputs, and the exclusion of individuals with differing political convictions from the ruling party. • Concerns about access to agricultural inputs and production tools, the lack of benefit of opportunities created by projects implemented by several actors in the region. • Concerns about project governance issues were raised, including transparency and fairness in project implementation processes.

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Social and Economic Exclusion	• Reports of social exclusion by smallholder farmers, while economic exclusion complaints are less common. • Representatives of NGOs, business entities, district services, and community leaders generally reject the existence of social exclusion in the communities
Gender-Based Violence	• Gender-based violence, including adultery and rape, identified as recurring issues. • Economic empowerment programs for women cited as contributors to violence.
Challenges with State Institutions	• Common corrupt practices reported in health, education, and police sectors. • Concerns about political exclusion and security issues in certain districts.
Land Use Rights	• Historical roots of conflict identified in land use rights issues. • Recommended intervention models to address land challenges effectively.
Natural Resource Disputes	• Disputes over mining and wildlife coexistence reported, along with challenges in post-disaster relocation efforts.

Addressing these challenges requires a multifaceted approach, including implementing clear project criteria, adopting gender-sensitive approaches, strengthening governance, advocating for inclusivity, and promoting sustainable land management practices. The mitigation measures identified in the Conflict Sensitivity Analysis are listed below:

#	Main conflict factor	Interest and motivations of key actors	Proposed mitigation measures
1	• Project beneficiaries' selection criteria are deemed to be biased in most cases. • Access to production tools and inputs not equitable distributed • Exclusion due to perceived opposite political convictions / views	• Obtain personal gains or favour specific beneficiary groups using non – transparent processes, inside information and political influence	**1.** Develop clear and transparent project selection criteria for beneficiaries, ensuring that they are based on objective indicators such as being a farmer, hold a sizable arable land and experience farming experience, conduct needs analysis, vulnerability, and potential impact. **2.** Adopt a political agnostic approach in project implementation by removing any political-related criteria and encourage inclusivity. **3.** Conduct an in-depth stakeholder mapping comprising: (a) identification of the main actors, (2) roles and responsibilities, (3) analysis of interests of the different groups and (4) level of power and influence. This will ensure involvement of key stakeholders in any specific project or intervention.
2	• Gender based violence is a recurring factor (adultery, rape of minors, polygamy and • Economic empowerment focused on women with exclusion of men. • Agriculture programs usually are designed for adults and elderly with exclusion of youth	• Perpetuate social and cultural practices where women traditionally are not part of it such as leadership roles in farmer-based organizations and rotative credit. • Maintain span of control and decision making within men circle	**1.** Deliberately integrate gender analysis into Mangwana programs at the design, implementation, and monitoring phases **2.** Design agricultural Programs that are more attractive to women and young people by incorporating: entrepreneurship training, digital literacy, networking opportunities and support to market linkages **3.** Advocate for the embedment and enforcement of laws and policies that promote gender equality, protect women's rights, and address discriminatory practice

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3	• Corruption within government institutions is considered as a source of trust erosion and ability to the core to deliver the programs such as Mangwana. • Reports of human rights violation (excessive use of military or police force, arbitrary arrests, and criminal activities)	• Obtain personal gains from bribery activities.	**1**. Establish robust and regular feedback mechanisms such surveys, community meetings or hotlines to enable beneficiaries to express concerns, grievances, or dissatisfaction. **2**. Regular engagement with local, traditional, and religious leaders to openly address the problems faced by specific communities can help. **3**. Drafting and submission of petitions denouncing bad practices, demanding, and proposing solutions can be a viable platform.
4	• Land grabbing issues mentioned as the main source of conflict and presented in different angles: 1. Illegal occupation of land 2. Bureaucracy in obtaining licenses 3. Access to DUAT (right to use the land and certificates) 4. Infrastructure development needs 5. Urbanization expansion 6. Disputes over access to fertile land	• Access to arable land • Access to water sources for land irrigation • Land reserve for future economic benefits based on the market value. • Access to land for lease for people looking for space to perform agricultural activities	**1**. Advocate consistent reviewing and reforming of existing laws based on the knowledge and feedback acquired from the different program beneficiary groups pain points (establish a platform for regular dialogue and exchange) **2.** Partner with government entities to conduct awareness-raising campaigns and educational programs to inform individuals and communities about their land rights, responsibilities, and legal recourse options (include more visual and graphic approach through process flow charts with time and budget estimate per stage) **3**. Establish multi-stakeholder platforms for dialogue, mediation, and conflict resolution, bringing together all the key stakeholders mapped during the assessment as the main actors. To timely address land-related disputes

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5	• Land dispute over natural resources access. • Human – animal conflict mainly in the National Park of Gorongoza (NPG)	• Dispute over ownership of land with mineral resources. • Economic benefits arising from exploitation of the resources. • Access to resources for livelihood • Economic benefits arising from illegal hunting of rare species such elephants, lions, rhinos, etc	**1**. Promote sustainable land use practices and livelihood opportunities that contribute to poverty reduction, economic diversification, and environmental sustainability, reducing competition and tension over scarce land resources. **2**. Advocate consistent reviewing and reforming of existing laws based on the knowledge and feedback acquired from the different program beneficiary groups pain points (establish a platform for regular dialogue and exchange) **3**. Investigate possibility for enhanced "land replacement programs" to compensate for land lost for investments with structural impact such as NPG

The full Conflict Sensitivity Analysis can be found as Annex 3 to the inception report.

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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

During the inception period of September - December 2023 the Outcome 1 activities involved laying the groundwork for the activities in 2024. This principally involved hiring of the Field Staff namely Farming System Leads, Field Technicians, Nutritionists and Irrigation and Digitalization Specialists, who are key to implementing direct activities and support of the implementation of the baseline.

In order to take advantage of the Resilience Network established within the Project Implementation area, contacts and discussions were held with the Right to Play, which is a NGO partnering with Resilience on the SLDP project, implemented in Gorongosa and Nhamatanda Districts (Mangwana implementation areas), so that their Nutritionist Expert could be hired to provide services to the Mangwana project as well.

As well, to support the exchange of market information, the Kugulissa market information platform was expanded to be able to establish the structure at the district level. The Kugulissa market information platform can send and receive messages to numbers registered on the platform. Kugulissa collects, processes, produces and sends personalized SMSs targeted to specific groups of users in specific regions, and at a specific time. The Kugulissa platform is a co-production between the Novo Mundo Comercio e Servicos and ADEM.

The Mangwana project involves engaging community facilitators to set up savings and credit groups, as well as digitizing them. A total of 65 community facilitators will be engaged, who will make up around 325 beneficiaries. During the period, 8,125 booklets, 325 group booklets, 130 T-shirts and 130 caps were produced. The Pro-Savings platform was also updated in line with the new guidelines of the Mozambican Communications Institute and e-Mola was integrated to facilitate member transactions, given that Movitel's network is widely available in rural areas.

During the period initial stakeholder engagement was key to set up the strategy implementation of Outcome 1. The Outcome 1 team met in the Manica and Sofala provinces with the Provincial Directorate of Agriculture and Fisheries, the Provincial Directorate of Industry and Commerce and the District Economic Activity Services (SDAE) in Gondola, Macate, Susseundenga, Manica, Vanduzi, Barue, Nhamatanda, Dondo, Gorongosa and Buzi. The objective of the meetings was to introduce the project and get information about existing databases of village based advisors or community facilitators, as well as existing savings and credit groups. During the meetings the team

also discussed the communities that need land demarcation, who are the main offtakers in the district, what are the existing digitalization platforms and who are the main NGOs working in the area.

3.2 Outcome 2

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

During the inception period the Mangwana consortium started the process of developing the grants manual. This included aligning between the Consortium Members on the definitions of the different groups of beneficiaries, amounts, eligibility criteria, evaluation criteria and composition of the investment/evaluation committee. As part of the manual, terms of reference were drawn up for the selection of members of the investment committee and its operation. The Mangwana grants strategy consists of 4 funds as included in the original proposal, however the names of the funds have been updated to more accurately reflect the objective of each fund and slight changes have been made based on learnings during the inception period. The funds are summarized as follows:

1. **The Development Stage Investment Fund** is for small grants of between €150 to €3,000 to help SHFs and emerging SCFs to access the equipment, inputs, and services they require to develop their business. Through this mechanism, Mangwana will support crop production and diversification at the producer level, and will support emerging SCFs to provide services and inputs to SHFs on an entrepreneurial basis. This fund will have a specific focus on women and youth.
2. **The Growth Stage Investment Fund** will provide grants that range from €3,000 to €30,000 to support Micro and Small Enterprises as well as established SCFs to invest in their businesses and overcome hurdles to their growth, enabling them to generate jobs and increase incomes for SHFs. Applicants will be required to present viable business plans and meet co-investment requirements demonstrating ownership and commitment. Through this mechanism, Mangwana will de-risk investment into the areas of the value chains that are missing, like access to inputs, feed processing or aggregation, and day-old chicks. This fund will have a specific focus on women and youth.
3. **The Inclusive Business Model Investment Fund** will stimulate, incentivize and de-risk the private sector to make investments in business operations that are inclusive of SHFs. These grants will range from €30,000 to €200,000. Through this mechanism, Mangwana will provide grants to promote innovations that benefit SHFs. Funds will be tied to outcome-based payments so that firms take ownership of innovations. Grants will be segmented by business size and function.
4. **The Innovation Fund** will be used to strategically allocate up to 10% of the grants pool for adaptive management or a working capital pilot. This fund will be used for pilots, specialised TA

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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

Under the Growth Stage Investment Fund and the Inclusive Business Model Investment Fund Mangwana will promote a blended financing approach with Access to Financing Partnerships. Through these partnerships the program will establish collaboration with commercial banks, development financial institutions and MFIs to promote access to capital for grant recipients and other project beneficiaries. The project intends to capitalize on existing subsidized credit lines in Mozambique, like GAPI, KFW and on already identified interest of commercial banks like Mozabanco. By signing Memoranda of Understanding (MOUs) with these institutions, Mangwana will outline the terms of cooperation and agree on how the banks will support program objectives, in exchange for more clients. Selected FIs/DFIs will also form part of the Investment Committee, further supporting the project with screening and due diligence. The MOUs will delineate the process for referring grantees to the banks for potential commercial loans, enabling Mangwana to offer a blended financing approach to grantees comprising grant funds, private sector matching contributions, and bank loans.

Through the MOUs, Mangwana intends to tap into favorable conditions with the MFIs/DFIs for the benefit of grantees and secure additional access to TA and services. In collaboration with the MFIs/DFIs, Mangwana will build a dedicated training programme for the grantees that will focus on the process of loan application, financial investment management, risk management and management of obligations and repayments. This will strengthen grantees' financial management skills and enhance their capacity to navigate the banking system effectively. Ultimately, this collaborative effort between the FIs/DFIs, program staff and grantees will empower beneficiaries to maximize the success of their grant implementation, and contribute to the sustainability of the program by (i) creating better understanding of opportunities, risks and needs of the agribusiness sector in Beira Corridor from the MFIs/DFIs site; (ii) by establishing concrete business relations between grantees and the FIs/DFIs and (iii) by enhancing capacities of the grantees, but also DFIs/FIs to do better business together.

Over the next 6 months Mangwana will discuss partnerships with the various banks working in the Beira Corridor and establish MOUs with those who are in alignment with the objectives of the program (possible partners include GAPI, KFW, Mozabanco, BCI, BIM).

The full Grants Manual is included as Annex 4 to the Inception Report.

During the inception period, another significant activity was the review of the existing training materials sourced from the Mangwana Consortium members. These materials are set to be tailored and adapted specifically for the program's needs. Drawing upon the diverse resources of the

consortium's various organizations, the team analyzed which materials would most effectively support Mangwana's objectives and target beneficiaries. The final training modules will be facilitated by the Business Advisors, targeting beneficiaries referred into the program by Field Technicians or those who receive grants through published requests for proposals under this Outcome.

To support the activities of Outcome 2, the following meetings took place over the inception period:

- Follow up meetings on the creation of the Zambezi Valley Rice Industry Association with stakeholders from the public and private sector to ensure engagement of the partners and identify the needs of the association members.
- An awareness meeting in the Dondo district to publicize the different funding mechanisms for the rice value chain facilitated by Zambezi Agency and to inform on the future funds which will be established under the Mangwana program.
- Training was carried out in conventional and non-conventional financial instruments for technicians from the Zambezi Agency and partners, with the aim of providing them with tools to mobilize additional financial resources for the Mangwana program.
- Meeting with Hollard Insurance to discuss potential collaboration on promoting insurance solutions for the purposes of mitigating risk and enabling access to finance for the agricultural sector.

3.3 Outcome 3

Improved enabling environment for food businesses and producers, especially SHFs and SCFs

Given the broad scope of Outcome 3, many of the stakeholder engagement activities reported earlier in the inception report naturally align with its objectives. For instance, the initial meetings with key stakeholders, as well as the planning for the program launch and the establishment of steering and technical committees, are integral components of fostering partnerships and building the necessary networks to improve the enabling environment for SHFs, SCFs, and MSMEs in the BC. The engagement with stakeholders, both governmental and private sector, is essential for understanding their respective needs and priorities.

Outcome 3 underscores the importance of stakeholder engagement, both within the government and private sector, to improve the enabling environment for smallholder farmers and other actors in the Beira Corridor. In addition to the activities mentioned earlier, during the period initial activities were taken to support the specific strategy implementation of Outcome 3:

- Two coordination meetings were held (one in the City of Chimoio and the other in the City of Beira) with main private sector associations (CEP, APME, ACB, Anje) to assess the needs

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and priorities that the project must take into account with a view to identify some specific sectoral reforms needed.

- A consultation meeting was held with the different technical, professional and research higher education institutions that aimed to collect information about the existing needs to improve the sector and the contributions that these institutions can make to the project.

3.4 Cross Cutting: Gender and Youth

During the inception period, Mangwana contracted the company Apolowil Consultants to conduct the Gender and Youth Assessment. The objective of the gender and youth empowerment assessment was to enable the Mangwana program to understand the current gender and youth dynamics among the project's targeted beneficiaries and provide the project with a roadmap for supporting economic empowerment of women and young people during the implementation and monitoring of the project. The assessment identified key issues that limit women's and men's participation in and benefit from a growing agriculture sector, as well as opportunities that can support employment and entrepreneurship for young people and women. The study employed a participatory mixed-method design aimed at gathering deep insights into gender dynamics in the targeted districts and the implications on agriculture and resilience. This methodology entailed collection of data from multiple sources: household survey, Focus Group Discussions (FGDs), Key Informant Interviews (KIIs) and secondary data review.

The main findings of the Gender and Youth assessment are summarized in the below table

Barriers for Women and Youth to Participate as Producers, Entrepreneurs, and Employees	• Limited Access to Resources • Negative Perceptions of Agriculture • Lack of Training and Modern Technology • Informal Learning and Limited Capacity Building • Distance from Markets and Infrastructure Challenges • Financial Constraints and Limited Awareness
Constraints and risks to advancing women's and young people's position and economic empowerment	• Gender disparities in land ownership • Societal norms • Early or premature marriage • Lack of access to resources and education
Constraints and risks to advancing women's and young people's food and	• Low nutritional awareness • Limited access to nutritious foods • Financial constraints

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nutrition security	
Opportunities to advance women's and young people's position and economic empowerment and strengthened food and nutrition security	• Agricultural profitability • Marketing opportunities • Value addition opportunities • Post-harvest activities • Potential partnerships

The recommendations of the Gender and Youth Assessment can be categorized into the 4 key domains which, in gender mainstreaming literature, are used to measure and influence gender equality in project implementation. The domains are as follows: access to resources and roles and responsibilities, the beliefs and perceptions that found similarities and differences, and the needs and priorities.

Outcome 1: Support smallholder farmers to make their farming systems more sustainable, productive, profitable, and resilient.

Recommendations:

1. Diversify economic opportunities for women.
2. Invest in Gender Sensitive Value Chains which exist in the Beira Corridor such as food processing, animal husbandry, crafts, and food service businesses.
3. Agricultural skill enhancement. Offer training for women, men, and youth to improve their agricultural knowledge, technical skills, and introduce them to new technologies, mechanization processes and timesaving techniques.
4. Offer transportation support to facilitate market access for selling agricultural products, especially in areas where the project is to be implemented and where transportation options are notably scarce.
5. Offer social protection through financial support and subsidies to enhance access to agricultural technologies for women and youth.
6. Stimulate youth interest in agriculture through ICT-based business models that showcase agriculture as a modern, gainful sector interlinking with their interests. Establish youth in agriculture e-networks facilitating peer learning.

Outcome 2: Work with the private sector to make farming systems more remunerative, climate-resilient, and inclusive of SHFs

Recommendations:

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7. Encourage agricultural colleges and private sector entities to increase women farmers' involvement in technical training programs through the implementation of quotas and dedicated outreach efforts that address their specific challenges.

Outcome 3: Coordinate and improve the enabling environment for farmers and agribusinesses.

Recommendations:

8. Provide Tailored Agricultural Training for Women which consider their needs.
9. Address Masculinities by Engaging Men.
10. Financial Inclusion: Promote women's access to financial services through digital/mobile platforms,
11. Value-addition and market linkages: Train women and youth in value-addition techniques, like food processing, and facilitate market linkages to increase incomes and reduce post-harvest labor for women.
12. Promote awareness of land and inheritance laws by integrating them into project activities, highlighting the right to inherit land as a means to elevate gender equality and awareness within the community among both men and women. Involvement of community leaders is essential in this process.
13. Advocate enacting and enforcing laws prohibiting early marriage and empowering communities to promote girls' education and delayed marriage through localized behavior change approaches.
14. Establish community savings and loans groups exclusively for women that provide them access to credit and unlock economic opportunities like leasing farmland, agricultural investments, and non-farm enterprises.

The full Gender and Youth Assessment can be found as Annex 5 to the inception report and the corresponding Gender and Youth Action Plan is Annex 6.

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4. MONITORING & EVALUATION

During the inception phase, the Mangwana team made significant progress toward refining a program MEL strategy and designing a MEL system that can support rigorous evaluation while simultaneously prioritizing learning, flexibility, and the facilitation of adaptive program management. Early in the inception phase, the program recruited and onboarded a full-time MEL manager (who transitioned to the role from the position of Country MEL Specialist), assembled a permanent MEL team, and engaged the part-time support of TechnoServe's Mozambique country MEL Specialist, Resilience's regional data specialist, and TechnoServe's regional MEL Manager. Additionally, an external consultant, with deep expertise in program evaluation and food systems was onboarded to provide technical support and to assist with the baseline study. This MEL "working group" met on a weekly basis throughout the inception phase to collaborate on MEL deliverables and coordinate workstreams.

Over the course of the inception phase, the MEL plan was drafted and underwent numerous rounds of revisions, in close collaboration with the program's technical team, in an effort to ensure that the underlying MEL framework was closely tailored to the technical team's evolving implementation plan. The final MEL plan reflects a commitment to methodological rigor and quantitative progress measurement while also ensuring that the Mangwana team is set up to learn from, respond to, and evolve with the nuances and challenges of fieldwork.

The MEL team also designed and executed the program's baseline study during the inception phase, an effort that spanned several weeks of data collection among 2,992 participants across 12 districts. The survey design process benefited from the extensive experience that consortium partners have with quantitative field research methods. The questionnaire was developed to provide context and insight regarding the program's key performance indicators related to nutrition, living income, productivity, women's economic empowerment, and sustainability, while also assessing the underlying farming systems to inform program design decisions. Data collection efforts surpassed expectations in terms of the quality and completeness and since completion, the MEL team has invested many hours analyzing responses to identify trends, divergences, and to surface learning that can support a better understanding of the program's intended beneficiaries and how best to serve them.



Data collectors in the district of Gorongosa (11 December 2023)

The full Baseline Report is included in this report as Annex 7 and the final MEL Plan is Annex 8.

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5. SITUATION ANALYSIS

During the initial four months 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

1. Procurement Delays:
Procurement emerged as a significant bottleneck during the reporting period. Despite diligent efforts, we encountered delays primarily due to issues with suppliers providing inadequate quotes and the need to revisit processes to ensure the desired quality. These challenges underscore the importance of robust supplier vetting procedures and the need for clear communication to align expectations.

2. Staff Recruitment Timelines:
The extensive recruitment process for staff presented considerable time constraints. Concurrent interviews for multiple positions led to longer hiring timelines, exacerbated by the notice period required for new hires to resign from their previous roles and join Mangwana. Addressing these challenges necessitates streamlining recruitment procedures and implementing efficient onboarding processes to expedite the integration of new team members.

3. Implementation Delays for Consultants:
The commencement of operations for external consultants encountered obstacles, notably during the rainy season and year-end holidays. These environmental and scheduling constraints resulted in delays in executing essential assessments, such as Gender and Youth and Conflict Sensitivity. Mitigating such challenges involves proactive planning, including contingency measures for adverse weather conditions and holiday schedules, to ensure seamless project execution.

4. Consortium Partner Coordination:
Effective coordination among the consortium partners emerged as a critical area requiring attention. Aligning operational strategies and fostering collaboration through the “one team approach” required time and meetings for alignment. Establishing clear communication channels and defining roles and responsibilities are imperative to enhance synergy and streamline collaborative efforts.

5. Payments to Consortium Partners:
Over the inception period, the Mangwana program encountered challenges in issuing payments to consortium partners due to a combination of factors. Internal delays within TechnoServe, reliance on existing staff during the start-up phase while the Mangwana team was being recruited, contractual queries, and delays from consortium partners all contributed to the payment process hurdles.

Additionally, there were delays in familiarizing with each other's financial management policies and procedures, further complicating timely payment disbursement. These challenges underscored the need for improved coordination, streamlined processes, and clear communication channels to mitigate future payment delays.

Reflections and Lessons Learned

Amidst the challenges encountered, valuable insights were gained, which will shape the Mangwana approach moving forward. Building upon the insights garnered, we are committed to implementing proactive measures to address identified challenges and capitalize on emerging opportunities. Anticipated strategies include:

- Implementing clear and practical procurement protocols to mitigate delays and ensure quality standards.
- Streamlining recruitment processes and requesting additional help from global resources to expedite hiring
- Developing contingency plans for external consultant operations to mitigate potential delays. The project team should work with the consultants to incorporate flexibility into project timelines to accommodate external factors such as weather conditions and holiday schedules.
- Prioritizing effective communication and collaboration among consortium partners to maximize collective impact. Mangwana has already worked on strengthening consortium partner relations through regular meetings and collaborative decision-making frameworks.

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6. ANNEXES

Separate attachments

Annex 1: Updated Organigram
Annex 2: Communication Plan
Annex 3: Conflict Sensitivity Analysis
Annex 4: Grants Manual
Annex 5: Gender and Youth Assessment
Annex 6: Gender and Youth Action Plan
Annex 7: Baseline Report
Annex 8: Monitoring, Evaluation and Learning Plan

Included in this document

Annex 9: Risk Analysis

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Annex 9 - Updated Risk Analysis

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

Risk	Risk rating	Mitigation / management strategy	Update February 2024
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.
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.	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.	Risk rating and mitigation strategy remain the same

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Moderate to extreme security events, ranging from social unrest 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.	Risk rating and mitigation strategy remain the same
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	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.	Risk rating and mitigation strategy remain the same
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

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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

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