



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



Feed the Future Mozambique Agricultural Innovations Activity (FTF Inova)

YEAR I WORK PLAN

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USAID
FROM THE AMERICAN PEOPLE



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Acronyms

AVC	Agricultural Value Chain Activity
CO	Contracting Officer
COP	Chief of Party
CLA	Collaborating, Learning, and Adapting
DCED	Donor Committee for Enterprise Development
EMMP	Environmental Mitigation and Monitoring Plan
GAP	Gender Action Plan
GIS	Geospatial Information System
FSDMoc	Financial Sector Deepening Trust Mozambique
FTF Inova	Feed the Future Mozambique Agricultural Innovations Activity
InovAgro	Innovation for Agribusiness Project (Mozambique)
IT	Information Technology
MEL	Monitoring, Evaluation and Learning
M&E	Monitoring and Evaluation
RAMA	Resilient Agricultural Markets Activity
SEMEAR	<i>Sementes Melhoradas para uma Agricultura Renovada</i>
SOW	Scope of Work
SPEED+	Supporting the Policy Environment for Economic Development
TNS	TechnoServe
VCA	Value Chain Analysis
VCWP	Value Chain Work Plan

Introduction

The USAID Feed the Future Mozambique Agricultural Innovations Activity (FTF Inova) is a five-year project that seeks to increase equitable growth and incomes in the agriculture sector in Mozambique by increasing the competitiveness of selected value chains, expanding the number of enterprises that can compete and upgrade their products and services in selected markets, and improving relationships and linkages between those firms and other market participants throughout the value chains.

Approach

FTF Inova targets the following commodities: groundnuts, sesame, soybeans, common beans, cowpeas, pigeon peas, bananas, and cashews with a portfolio approach to value chain development that begins by looking at all system actors to understand the dynamics, incentives, social norms, interconnected services, and policy structures influencing them, and identifying the smallholders who are or are not being reached.

FTF Inova's approach is also characterized by the following three-step cycle that promotes continuous learning and evidenced-based actions for results:

1. **Analysis**—analysis of constraints, opportunities, leverage points, and development of value chain intervention work plans for each Feed the Future focus value chain.
2. **Implementation**—all activities with the private sector, government, or civil society based on the analysis component.
3. **Learning/feedback**—including the baseline survey, performance monitoring and evaluation system, and collaborating, learning, and adapting (CLA) activities.

While the above list is sequential, the activity will, in reality, be a loop where analysis finds opportunities in markets, implementation of activities drives changes in how markets function, and learning/feedback drives refinement of activities toward those that are most effective in achieving project objectives.

Zone of Influence

FTF Inova focuses on the following four provinces and 26 districts as the Feed the Future Zone of Influence:

- **Nampula:** Angoche, Larde, Malema, Moma, Mogovolas, Murrupula, Monapo, Meconta, Mecuburi, and Rapale.
- **Zambezia:** Alto Molocue, Gurué, Mocuba, Nicoadala, and Gile.
- **Manica:** Gondola, Chimoio, Manica, Barué, Sussundenga, Mossurize, Vanduzi, and Macate.
- **Tete:** Angonia, Tsangano, and Macanga.

Year 1 Work Plan

This FTF Inova Year 1 Work Plan is submitted in accordance with USAID Contract Number AID-656-C-17-00001 and provides a narrative plan and schedule of activities up to September 30, 2018, including operational and technical start-up activities taking place during the first two quarters including the development of the following initial project deliverables: CLA Plan, Environmental Mitigation and Monitoring Plan (EMMP), Gender Action Plan (GAP), Value Chain Analysis (VCA) and Value Chain Work Plans (VCWPs), Monitoring Evaluation and Learning (MEL) plan (formerly referred to as the Performance Monitoring Plan), and the Baseline Report. Detailed interventions to address target commodity value chains

will be developed as part of the VCWPs, which will guide FTF Inova implementation in conjunction with this plan.

Operational Start-Up Activities

Key Personnel Mobilization

Key personnel mobilization began immediately upon award. Luca Crudeli, FTF Inova Chief of Party (COP), began working with the project in February 2017. Rafael Uaiene, Monitoring and Evaluation (M&E) Manager, began working with the project in April 2017, and Netsaalem Gebrie, Value Chain Manager based in Nampula, began working with the project in May 2017.

DAI Start-Up Team Mobilization

In addition to key personnel, an operational start-up team from DAI's home office traveled to Mozambique to support start-up activities, such as initial recruitment of project staff; office procurement and set-up of office space in Maputo, Nampula, and Chimoio; initial project procurements; and establishment of project operational and financial systems.

Recruitment

Staff recruitment and onboarding processes began immediately with the COP and DAI start-up team managing recruitment of key administrative and technical staff. As the project team is formed the administrative team will finalize staffing. The project will be fully staffed by the end of the second quarter.

Office Procurement and Set-Up

Identification and procurement of project offices in Maputo, Nampula, and Chimoio began in the first quarter and are scheduled to be complete by Month 4 for offices in Maputo and Nampula and by Month 6 in Chimoio. DAI's and TechnoServe's (TNS) existing projects, which have established offices in Maputo, Nampula, and Chimoio will support an accelerated start-up by providing temporary office space and information on local vendors.

Procurement

Procurement of information technology (IT) systems and project vehicles will take place during the project start-up period. Procurement of vehicles is expected to be completed by September 2017. In the meantime, rental vehicles are being used for project activities.

Establishment of Operations Systems

Project finance and management systems such as the Field Accounting System, and Technical and Administrative Management Information System will be customized to the needs of FTF Inova during the first months of the project and will provide the basis for a strong operations platform to support project activities.

Set-Up of Workflow Tools and Systems

A set of workflow management tools will be established in the initial start-up of the project to develop templates for onboarding partners (i.e. beneficiaries) and a pipeline of intervention ideas that will lead to signing deal notes that are compliant with procurement rules. The team will be trained to present a pitch and offer to potential partners that can make the case for working with the project.

Technical Start-Up Activities

CLA Plan and System

The CLA Plan describes the project's approach to collaborating, learning, and adapting, establishing a set of processes and activities that help ensure programming is coordinated, grounded in evidence, and adjusted as necessary to remain effective throughout implementation. The CLA Plan to define structures, processes, and corporate culture for CLA was submitted on April 24, 2017 in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract (60 calendar days after award on April 24, 2017). This plan is being expanded to become a full-fledged operational manual for CLA, including a specific set of tools and activities for collaboration and learning among DAI projects operating in Mozambique, FTF Inova implementing partners, and other Feed the Future projects.

Environmental Mitigation and Monitoring Plan (EMMP)

FTF Inova developed an initial EMMP for the project based on the USAID Mission Initial Environmental Examination and the general project framework. This initial project EMMP was submitted on April 21, 2017 in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract (60 calendar days after award on April 24, 2017). The EMMP will be revisited during the project to develop mitigation and monitoring plans for specific activities as they are planned.

Year 1 Work Plan

The Year 1 Work Plan, submitted on May 23, 2017 in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract (90 calendar days after award on May 23, 2017), includes activities up to September 30, 2018, and will be complemented by the VCWPs that will be developed for submission by August 14, 2017.

Gender Action Plan (GAP)

The GAP, submitted on May 23, 2017 as part of the work plan in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract (90 calendar days after award on May 23, 2017), will remove institutional and structural barriers to the participation of women in the selected value chains through gender-responsive VCA, stakeholder engagement and implementation processes, and project team culture. The GAP defines a gender empowerment pathway by establishing principles and practices for FTF Inova to follow. The main activities pertaining to mainstreaming a gender perspective into FTF Inova's interventions are described in the GAP and include a gender norm-mapping exercise, an exercise to identify entry points for transformational opportunities in selected markets that tend to be segmented by gender, supporting women in functional upgrading schemes in the selected value chains and markets in which they are already working, and a gender audit midway through Year 2 of the project.

Value Chain Analysis (VCA)

The Value Chain Analysis (VCA) will be submitted on August 14, 2017 (extended from June 22 with Contracting Officer (CO) approval) in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract. The VCA will provide an understanding of overall economic opportunities and key

drivers of change that can lead the FTF Inova value chains to improved competitiveness. The VCA will build on existing analyses¹ to identify the underlying causes of market underperformance and to assess the opportunities and obstacles for achieving change. The VCA will define a strategic vision for FTF Inova to identify intervention ideas and recruit market partners to implement interventions. To provide guidance on improving interventions and identifying new opportunities for intervention, the MEL Plan will propose a set of criteria to measure the impact and feasibility of the market system changes that FTF Inova could support. A set of initial interventions will then be identified and included in the Value Chain Work Plans and submitted to USAID by August 14, 2017.

Additional Value Chain Analysis

At the request of USAID, an additional Value Chain Analysis to review tree crops value chains (litchi, mangos, macadamia), horticulture and assess the opportunity for interventions in the districts north of Rio Save will be conducted and submitted to USAID for review.

Monitoring, Evaluation and Learning (MEL) Plan

The MEL Plan is the cornerstone for monitoring project activities, evaluating success, and for learning and adaptation in conjunction with the CLA Plan. FTF Inova's MEL Plan will reflect best practices in results measurement for market development interventions by drawing on the Donor Committee for Enterprise Development (DCED) standards for results measurement in private sector development. The standards provide protocols for M&E rigor—including setting projections and establishing plausible attribution and detailed mapping of the causal logic at multiple levels—as well as mechanisms for adaptive management through iterative review and design, while adhering strictly to USAID and Feed the Future-specific M&E requirements. The MEL Plan will be developed for submission by August 14, 2017 (extended from June 22 with CO approval) in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract.

Value Chain Summaries

Five two-page Value Chain Summaries will be produced once the value chain work plans are approved by USAID. The Value Chain Summaries will provide the essential elements of the selection, identified constraints, expected activities, and expected results for each value chain. The Value Chain Summaries will be updated as the VCWPs are updated. The initial Value Chain Summaries will be developed for submission by September 11, 2017 (extended from July 24 with CO approval) in accordance with Section F.8: Deliverables, Reports, and Timetable of the FTF Inova contract.

Team Training/Onboarding in Market System Development

FTF Inova will contract the services of EcoVentures International, a specialized consulting firm, to mentor FTF Inova staff, consultants, and implementation partners as they roll out value chain and market system development activities. EcoVentures International will provide training in Mozambique, as well as adapt tools that have been developed and tested in a number of Feed the Future market system programs, like online coaching modules to support staff in the application of value chain and market system development approaches; easy-to-use market system cartoons that depict inputs market, outputs market, and financial system implementation strategies to support value chain strengthening; and market system toolkits that can be used as staff plan and implement value chain development activities. Materials will be adapted between

¹ A number of VCAs on the eight commodities have been developed in recent years. The FTF Inova VCA will build on the existing literature.

June and August, 2017 and a first Simulation Training Workshop will be delivered between August and September, 2017. A follow-up Simulation Training Workshop will be delivered in December 2017.

Market System Interventions

Based on the VCA document and the Value Chain Summaries, the FTF Inova team will start to engage market players to develop and agree on interventions that will lead to market upgrading and competitiveness enhancement. A set of activities, such as additional research pieces, or workshops with value chain players, will also be carried out to fill knowledge gaps in the VCA and test hypotheses. A detailed work plan for this set of interventions will be developed in the VCWPs and submitted to USAID by August 14, 2017, together with the VCA analysis.

First Movers Interventions

The field work that was carried out for the VCA identified areas where interventions can be fast tracked. The need to have a set of “first movers” interventions is due to the fact that most of the FTF Inova value chains have only one seeding season. Piloting interventions with seeds and input companies will therefore need to happen prior to November 2017, when the seeding season ends. Based on information learned and contacts made during the VCA, FTF Inova will identify four to five partnerships that can start implementation quickly. The project will develop concepts and deal notes, and implement interventions with input suppliers to take advantage of the window of opportunity with seeding-related activities in the first year of the project.

Studies and Knowledge Generation

A few research studies will be conducted by FTF Inova. They will inform strategic thinking and the design of interventions. Also, they will provide evidence and information on customer segments, market behaviors, and areas where businesses in the value chain can invest and expand operations. Three initial studies have been identified: 1) Media Landscape for Agriculture, including audience perceptions of leading agricultural radio and TV programs (the aim of this study is to provide evidence to engage radio stations on the development of audience-focused informative programs); 2) Digital Insights Study, providing information on how smallholder farmers make use of mobile platforms; and 3) Conduct a study for demand assessment and market segmentation for inputs. During the last quarter of the year, the project will set a learning agenda for year 2.

Impact and Performance Monitoring

FTF Inova’s result chains and MEL Plan will be prepared in June and July 2017, with delivery to USAID on August 14, 2017. During preparation of the MEL Plan, and continuing after its submission, the FTF Inova team will be trained on how to develop intervention result chains, identify indicators, and monitor information and feed it back to decision making. The training will involve familiarizing the team with DCED standards. Results measurement will also be based on data visualization and geographic mapping. The M&E team will be trained on geospatial information systems (GIS) for mapping and graphic visualization. Following agreements with other Feed the Future projects in Mozambique, FTF Inova will ideally contribute to a centralized GIS database that all projects can use.

Preparation of Baseline for Value Chains

A baseline survey for the value chains that FTF Inova will prioritize will be delivered to USAID by October 13, 2017. The baseline will be developed jointly with other Feed the Future projects. The data collection framework and survey instruments will be defined in consultation with USAID. The survey will be based on collecting data from existing literature as much as possible to reduce costs.

Reporting

Reporting will take place on a weekly, quarterly, and annual basis.

Collaborating, Learning, and Adapting (CLA)

CLA is key to implement FTF Inova. A CLA Plan was developed in April. It details how FTF Inova will learn from the implementation of its own activities, collaborate with other DAI and Feed the Future projects in Mozambique, and adapt implementation based on learning. The following activities from the CLA Plan are planned and calendared:

- Monthly COP Meetings with COPs from DAI-implemented projects in Mozambique including FTF INOVA, the Innovation for Agribusiness Project (InovAgro), Supporting the Policy Environment for Economic Development (SPEED+), and Financial Sector Deepening Trust Mozambique (FSDMoç)
- Monthly Rural Financial Services Workshop, chaired by FTF Inova, InovAgro, and FSDMoç
- Monthly Feed the Future Mozambique Portfolio Collaboration Meetings including technical staff from FTF Inova, the Resilient Agricultural Markets Activity (RAMA) Nacala Corridor, RAMA-Beira Corridor, Sementes Melhoradas para uma Agricultura Renovada (SEMEAR), the Seed Trade project.
- Bi-annual joint FTF-Mozambique work planning meetings
- Two-day Quarterly Portfolio Reviews workshops (second week following each quarter)
- Weekly FTF Inova all-staff meetings
- Stakeholder workshops (ad hoc)
- Quarterly team learning lunches
- Technical staff job shadowing and exchange visit program with the Bangladesh Agricultural Value Chain (AVC) Activity
- Development of a Market Systems Learning Virtual Platform with the Bangladesh AVC Activity
- Exchange visits with the Bangladesh AVC Activity
- Advisory panel meetings as needed (on average once per quarter)
- Team joint field visits, where all teams will come together in one location (on average once per quarter)
- Reviewing and updating CLA Plan (once per year)
- Annual Work Plan (once per year)

FTF Inova will employ the following tools to ensure staff is incorporating CLA into their daily work:

- Weekly achievement bullets submitted to the COP and circulated to all staff
- Activity reflection reports to evaluate and reflect on the success, challenges, and lessons learned from interventions or events
- Slack – Inova project management and internal communication tool
- SlimWiki – FTF Inova repository of knowledge and information
- Deal Note CLA reflection exercise and template
- FTF-Mozambique LinkedIn Group and Google Drive for resource sharing

Annex A: FTF Inova Year I Work Plan Gantt Chart

Activity/Task	FY 2017							FY 2018											
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Operational Start-Up Activities																			
Key personnel mobilization																			
Chief of Party																			
Value Chain Manager																			
M&E Manager																			
DAI start-up team																			
Recruitment																			
Staff onboarding and training																			
Office procurement and office set-up																			
Maputo																			
Nampula																			
Chimoio																			
Procurement																			
IT systems																			
Vehicles																			
Establishment of operations systems																			
Set-up of workflow tools and systems																			
Establishment of a process for recruitment of ideas and signing of deal notes that is compliant with procurement rules																			
Pitch and offer to potential partners (i.e. beneficiaries) developed																			
Templates for onboarding of partners and intervention ideas developed and fine-tuned																			
Technical Start-Up Activities																			
CLA Plan (Due April 24, 2017)																			
Review of project documents, identification of relevant stakeholders for project CLA																			
Interviews with relevant stakeholders and with project staff																			
Drafting of CLA Plan																			

Activity/Task	FY 2017							FY 2018												
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
Submission of CLA Plan																				
Revision of CLA Plan following USAID's comments																				
EMMP (Due April 24, 2017)																				
Review of initial environmental examination and project activity plans																				
Development and submission of EMMP																				
Year I Work Plan (Due May 23, 2017)																				
Development and drafting of Year I Work Plan																				
Submission of Year I Work Plan																				
Revision of Year I Work Plan following USAID's comments																				
GAP (Due May 23, 2017)																				
Review of relevant project, USAID Mission, Feed the Future, and women's economic empowerment documents and coordination with the project team to identify strategic priorities for the GAP																				
Draft the GAP, with review and consolidated feedback from the project team																				
Finalization and submission of the GAP																				
Revision of GAP following USAID's comments																				
Gender norm-mapping exercise																				
Identifying entry points for transformational opportunities in selected markets that tend to be segmented by gender																				
Supporting women in functional upgrading schemes in the selected value chains and markets in which they are already working.																				
Gender audit midway through Year 2 of the project																				
VCA (Due August 14, 2017)																				
VCA literature review and identification of gaps																				
Primary analysis for areas where gaps have been identified																				

Activity/Task	FY 2017							FY 2018											
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Definition of areas for deeper market analysis based on VCA research																			
Review VCA summaries and gap analysis, define areas for market investigation																			
Field investigation and stakeholders' interviews																			
Define interventions																			
Validate interventions with stakeholders in the field																			
Writing of VCA analysis document, strategy, and VCWPs																			
Submission of VCAs and VCWPs																			
Value Chain Summaries (Due September 11, 2017)																			
Development of five Value Chain Summaries																			
Submission of five Value Chain Summaries																			
Additional Value Chain Analysis to review tree crops and districts north of Rio Save																			
SOW defined and consultant identified																			
Literature review for tree crops and additional districts																			
Field investigation and stakeholders' interviews																			
Writing of additional VCA analysis document																			
Submission of additional VCA																			
MEL Plan (Due August 14, 2017)																			
Review of relevant Feed the Future and project documents, and identification of and coordination with relevant stakeholders to give input on the project's theory of change and MEL																			
Draft a preliminary outline of FTF Inova's MEL Plan																			
Workshop to establish project-level theory of change and results chains at the sector/subcategory level																			
Facilitation of MEL Plan development, including leading the writing																			

Activity/Task	FY 2017							FY 2018												
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
Draft MEL Plan for review and feedback																				
Finalization and submission of the MEL Plan																				
Team training on market system development and onboarding																				
Preparation of online mentoring and coaching platform																				
Platform for online mentoring and coaching delivered																				
Coaching of technical delivery team on market systems																				
First training workshop delivered in Maputo																				
Second training workshop delivered in Maputo																				
Market System Interventions																				
Define areas for deeper market analysis based on value chain strategy document, and field work																				
Based on field work for the VCA, define Intervention Partnership Agreements for Early Movers interventions.																				
Sign Partnership Agreements and co-create Deal Notes with Partners																				
Carry out interventions as per VCA document and agreed VCWPs with USAID																				
Studies and Knowledge Generation (learning agenda set at the beginning of each year by the M&E Manager)																				
Conduct study on the media landscape for agriculture and audience perceptions																				
Conduct study on digital insights on use of mobile platforms																				
Conduct assessment of demand and market segmentation for inputs																				
Set learning agenda for year 2																				
Impact and Performance Monitoring (implementation of MEL Plan)																				
Training for team on MEL Plan and DCED standards																				
Customization of tools and improvement of systems based on experience on MEL Plan																				

Activity/Task	FY 2017							FY 2018												
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
and improved understanding of DCED standards																				
Development of project GIS for mapping and graphic visualization																				
Training of M&E team on use of ArcGIS																				
Develop program-level results chain/Result Measurement plan (continuous as interventions are being recruited)																				
Setting up the MEL system (details for each task provided in the MEL Plan)																				
Maintaining the MEL system (inputting data) (details for each task provided in the MEL Plan)																				
Preparation of Baseline for Value Chains (Due October 13, 2017)																				
Define data collection framework and survey instruments																				
Collect data from existing literature																				
Conduct survey																				
Draft value chain baseline documents for all value chains																				
Baseline documents submitted to USAID (due October 13, 2017)									X											
Reporting																				
Provide weekly summary bullets																				
Produce quarterly and annual reports																				
CLA (Details on the activities in the CLA Plan)																				
Define system and structure for CLA																				
Monthly DAI-Mozambique COP Meetings																				
Monthly Rural Financial Services Workshop																				
Monthly Feed the Future Mozambique Portfolio Collaboration Meetings																				
Bi-annual joint FTF-Mozambique work planning meetings																				
Two-day Quarterly Portfolio Reviews workshops (second week following each quarter)																				

Activity/Task	FY 2017							FY 2018												
	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	
Weekly FTF Inova all-staff meetings																				
Stakeholder workshops (ad hoc)																				
Quarterly team learning lunches																				
Technical staff job shadowing and exchange visit program with the Bangladesh AVC Activity																				
Advisory panel meetings																				
Team joint field visits																				
Market Systems Learning Virtual Platform with Bangladesh AVC Activity																				
Exchange visits with Bangladesh AVC Activity																				
Reviewing and updating CLA Plan																				
Preparation of Year 2 Work Plan																				