



FEED THE FUTURE

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

Feed the Future Mozambique Agricultural Innovations Activity (FTF Inova)

Quarterly Report (February 22 through June 30, 2017)

Maputo, July 2017



USAID
FROM THE AMERICAN PEOPLE

This publication was produced by the FTF Inova for the United States Agency for International Development, USAID Contract Number AID-656-C-17-00001 at the request of the United States Agency for International Development Mozambique Mission (USAID/Mozambique). This document is made possible by the support of the American people through the United States Agency for International Development (USAID). Its contents are the sole responsibility of the author or authors and do not necessarily reflect the views of USAID or the United States government.

USAID/Mozambique Contact:

Todd Flower, Contracting Officer's Representative, Feed the Future Mozambique Agricultural Innovations Activity (FTF Inova)
tflower@usaid.gov

Contact:

Luca Crudeli, Chief of Party, FTF Inova
Luca_Crudeli@FTF-Inova.com

Table of Contents

| | |
|--|------------|
| Acronyms..... | iii |
| Executive Summary..... | I |
| Summary of Results for the Period February 22–June 30, 2017 | I |
| Constraints and Critical Issues | 2 |
| Activity Implementation | 3 |
| Operational Start-Up Activities..... | 3 |
| Technical Start-Up Activities | 5 |
| Activities Planned for Next Reporting Period | 7 |
| Lessons Learned | 8 |
| Collaboration with Government of Mozambique, Other Donor Projects, and Other USAID Projects | 9 |
| Links with Relevant Government of Mozambique Ministries | 9 |
| Links with Other Donor Agencies | 9 |
| Building Links with Other USAID Projects | 9 |
| Management and Administrative Issues | I I |

Acronyms

| | |
|-----------|--|
| AVC | Agricultural Value Chains Program (Bangladesh) |
| BRC | British Retail Consortium |
| CLA | Collaborating, Learning, and Adapting |
| COP | Chief of Party |
| CRM | Customer Relationship Management |
| DFID | United Kingdom Department for International Development |
| EMMP | Environmental Mitigation and Monitoring Plan |
| FAS | Field Accounting System |
| GAP | Gender Action Plan |
| FTF Inova | Feed the Future Mozambique Agricultural Innovations Activity |
| FTF RAMA | Feed the Future Mozambique Resilient Agricultural Markets Activities |
| InovAgro | Innovation for Agribusiness Project (Mozambique) |
| IT | Information Technology |
| K2 | Klein Karoo |
| M&E | Monitoring and Evaluation |
| MASA | Ministry of Agriculture and Food Security |
| MEL | Monitoring, Evaluation, and Learning |
| RM | Results Measurement |
| SATIH | Southern Africa Trade and Investment Hub |
| SEMEAR | <i>Sementes Melhoradas para uma Agricultura Renovada</i> |
| SPEED+ | Supporting the Policy Environment for Economic Development |
| TAMIS | Technical and Administrative Management Information System |
| TECAP | <i>Tecnologia e Consultoria Agro-Pecuária, Lda.</i> |
| VCA | Value Chain Analysis |

Executive Summary

The USAID Feed the Future Mozambique Agricultural Innovations Activity (FTF Inova) started on February 22, 2017. Because the first quarter ended on March 31, only 5 weeks after award of the contract, no quarterly report was submitted for the first quarter of implementation. This report therefore covers the first four months of implementation, corresponding to the period February 22–June 30.

The first months of the project were dedicated to start-up. During this period, key personnel were mobilized and operational start-up activities were carried out. An initial work plan was submitted to USAID on May 23, illustrating the administrative and operational activities required for start-up. This document reports on those activities and is structured along the lines of the work plan. Work plans for technical activities are due to USAID on August 14.

Summary of Results for the Period February 22–June 30, 2017

- Key personnel mobilization began immediately upon award with Chief of Party (COP) Luca Crudeli. Rafael Uaiene, Monitoring and Evaluation (M&E) Manager, began working with the project in May 2017, and Netsaalem Gebrie, Value Chain Manager based in Nampula, mobilized in the fourth week of May 2017, after recruitment, taking the place of Robert Nyambaka.
- An additional 16 positions for non-key personnel were filled (over the original total of 27 positions), across three offices (Maputo, Nampula, and Chimoio). Expected and vacant positions are discussed in detail in this report.
- Procurement and office start-up: The Maputo office was selected and leased jointly with the USAID-funded, DAI-implemented Supporting the Policy Environment for Economic Development (SPEED+) program; construction (partitioning) was completed; and the office was partly furnished. The offices in Nampula and Chimoio have been selected, but lease negotiations are still ongoing.
- FTF Inova is in the process of procuring vehicles for the project. It is expected that the procurement process will be concluded in October 2017. Meanwhile, FTF Inova has been using rental services.
- Technical activities and deliverables carried out during start-up:
 - Collaborating, Learning, and Adapting (CLA). The FTF Inova CLA Plan was submitted to USAID on April 24. Comments were received, and an Operational CLA Plan is currently being drafted.
 - The Environmental Mitigation and Monitoring Plan (EMMP) was submitted to USAID on April 24. Submission was accepted.
 - A Year 1 Work Plan, covering primarily start-up and operational activities, was submitted to USAID on May 23.
 - The Gender Action Plan (GAP) was submitted to USAID on May 23. Comments were received and revisions are underway.
 - A Value Chain Analysis (VCA) was initiated. Field work and desk analyses were carried out by a team of consultants and some of FTF Inova's staff (Eric Derks, Catherine Johnston, Meriamo Jacob, Tatiana Mata, Luca Crudeli, and Rafael Uaiene). The team was also supported by Jennifer Ching, a TechnoServe volunteer consultant. The consultants visited Nampula, Manica, and Tete and interviewed different actors in the Feed the Future value chains. The VCA report is due for submission to USAID on August 14.
 - Monitoring, Evaluation, and Learning (MEL) Plan: Considerable effort has gone into drafting the project's overall theory of change and intermediate results chains for the value chains and markets

that FTF Inova will target. The FTF Inova team has conducted a number of workshops to define indicators to measure project success. An initial MEL Plan is being drafted, and is due for submission to USAID on August 14.

- An online training platform has been established to improve the team's understanding of market systems and to fine-tune its capacity to be a market facilitator. EcoVentures International has been hired to develop this platform based on experience gained with the DAI-implemented USAID Feed the Future Agricultural Value Chains (AVC) program in Bangladesh. An exchange program with AVC was also initiated, with the objective of providing FTF Inova and AVC with support based on the experience of both projects.
- First Movers interventions. While initial assessments are being carried out, in those areas where field work has identified clear opportunities for engagement and support, FTF Inova has started negotiating Partnership Agreements and co-creating Deal Notes for possible interventions¹. Identified partners are Tecnologia e Consultoria Agro-Pecuária, Lda. (TECAP)², an input supplier, Condor Nuts, a cashew processor in Nampula, Klein Karoo (K2)³, a seed company, and IKURU⁴, a trading company also involved in seed multiplication.⁵

Constraints and Critical Issues

- There have been challenges in structuring the workload across the team given that some recently recruited staff resigned (Human Resources and Operations Manager, Assistant Accountant, and Portfolio Manager – Nampula).
- The lack of availability of the proposed Value Chain Manager also caused a delay during start-up, because a new person had to be recruited. In order to meet contractual deadlines, the initial value chain work was therefore carried out primarily through the use of external consultants.
- The M&E Specialist to be based in Chimoio will not be available until the end of August. The second Portfolio Manager for Nampula, the Gender Specialist, and the Communications Specialist are still being recruited. It is expected that all positions will be filled by the end of the fourth quarter of FY 2017.

¹ The process followed to recruit partnerships is still being defined, but it broadly comprises of the following steps: a) a Concept Note is submitted by an applicant partner; b) if the Concept Note proposes an intervention that is in an area of interest for FTF Inova, a Partnership Agreement is defined and signed with the partner, stating common goals and broad terms of collaboration; c) a Deal Note is executed within the established Partnership Agreement detailing specific support tasks, milestones, financial support provided and cost sharing information.

² TECAP is one of the oldest and largest agricultural input companies that has been in Mozambique for over 30 years. Currently, TECAP has three distribution centers under the name of *Casa do Agricultor* in three major cities: Maputo, Nampula and Chimoio.

³ K2 is a seed company that has been in Mozambique for three years and is based in Chimoio, but with operations in Zimbabwe and South Africa. They produce seeds of groundnuts, cowpea, sorghum, sesame, pigeon pea, maize and also sell vegetable seed. The Mozambique business is not performing as well as the branches in Zimbabwe and South Africa due to the inability to estimate demand in Mozambique and plan accordingly.

⁴ IKURU is one the largest producer associations in Mozambique, and is a trading company for cashew, sesame, groundnut and soy. Specifically, it buys grains, manages an out-grower scheme and has seed processing facilities (one of only two in Nampula). IKURU includes 20,000 members and buys directly from 3,000-4,000 of these members.

⁵ Concept Notes with seed companies and input suppliers focus on marketing and commercialization, helping companies to adopt innovative approaches to create and sustain demand for agricultural inputs and how to reach customers more cost-effectively.

Activity Implementation

This section describes the activities implemented during the reporting period.

Operational Start-Up Activities

Key Personnel Mobilization

Key personnel mobilization began immediately upon award with Luca Crudeli, COP. Rafael Uaiene, M&E Manager, began working with the project in May 2017, and Netsaalem Gebrie, Value Chain Manager based in Nampula, mobilized in the fourth week of May 2017, after recruitment, taking the place of Robert Nyambaka.

DAI Start-Up Team Mobilization

An operational start-up team from DAI's home office traveled to Mozambique in mid-March to support start-up activities, including initial procurement; company registration; recruitment of project staff; set-up of office space in Maputo, Nampula, and Chimoio; and establishment of project operational and financial systems. The initial start-up team consisted of Start-Up Manager Lindsay Miracle, Local Compliance and Business Process Specialist Michael Tauras, and Recruitment and Operations Specialist Lea Antic. The initial start-up team was followed by Technical Start-Up Manager Christian Ellwood, and Technical and Operations Specialist Kevin Embrey.

Recruitment

Staff recruitment and onboarding processes began immediately upon award, with the COP and DAI start-up team managing recruitment of key administrative and technical staff. Technical staff that were hired in the first four months of project implementation include:

- Value Chain Manager (replacing originally proposed individual).
- M&E Manager.
- Portfolio Manager – Nampula.
- M&E Specialist – Nampula.
- Portfolio Manager – Chimoio.
- M&E Specialist – Chimoio.

Administrative personnel hired include:

- Director of Finance and Compliance.
- Accountant.
- Human Resources and Operations Manager.
- Procurement Officer.
- Procurement Assistant.
- Administrative Assistant.
- Finance and Administration Officer – Nampula.

- Drivers.

It is expected that the project will be fully staffed by the end of the fourth quarter of FY 2017, including a Communications Specialist, Women's Empowerment Specialist, Finance Assistant, Receptionist, replacement Accountant – Maputo, Finance and Administrative Officer – Chimoio, additional Portfolio Manager – Nampula, and administrative staff for the Nampula and Chimoio offices.

Office Procurement and Office Set-Up

FTF Inova started its operation in temporary offices run by the Mozambique Management Offices at the Torres Rani. Identification and procurement of project offices in Maputo, Nampula, and Chimoio began upon award, and the project opened a permanent Maputo office on July 1. The office procurements for Nampula and Chimoio are scheduled to be completed by the beginning of the fourth quarter of FY 2017, and office set-up, including recruitment of administrative staff and procurement of furniture and equipment, will also be completed by the same time.

Procurement

Procurement of Information Technology (IT) equipment is managed from DAI's home office and began immediately upon contract award. Initial procurements of computers for project staff were hand carried and shipped to Mozambique. Procurement of the FTF Inova domain name for emails was also completed. Procurement of vehicles for the Nampula and Chimoio regional offices is expected to be completed by September, with rental vehicles being used for project activities until then. FTF Inova will lease vehicles for its Maputo office for the duration of the project.

Operations Systems

FTF Inova's finance and management systems such as the Field Accounting System (FAS), and Technical and Administrative Management Information System (TAMIS) will be customized to the needs of FTF Inova and will provide the basis for a strong operations platform to support project activities. DAI's TAMIS administrator will support FTF Inova TAMIS customization through a short-term technical assistance mission planned for August, after DAI's IT support team has finalized set-up of IT operations systems in July/August. In addition, DAI financial support staff will travel to Mozambique to set up the project-specific FAS that will allow all financial information to flow back through the home office for consolidation and review to ensure that costs are incurred and recorded in compliance with the Federal Acquisition Regulation, USAID Acquisition Regulation, DAI policies, and U.S. and local tax laws.

FTF Inova has shared systems with SPEED+, including the use of the SPEED+ server connected to the DAI home office via a virtual private network. Through this, procurement and financial operations were able to start in earnest via TAMIS. Bank accounts were also activated shortly after start-up, taking advantage of DAI's existing registration in Mozambique.

Set-Up of Workflow Tools and Systems

A set of workflow management tools was set up in the initial start-up of the project to develop a pipeline of intervention ideas and tests, templates for onboarding of partners, and intervention ideas leading to signing of Deal Notes that are compliant with procurement rules. The partnership onboarding process allows the technical component of the team to establish flexible partnerships with market actors and open up the space for co-defining interventions that can sustainably upgrade the target value chains. The online tools set up to allow seamless communication and co-working with the field offices in Nampula and Chimoio include Slack, a messaging and voice communication platform for collaboration; Todoist, a flexible project management platform; and a team wiki, to consolidate tacit knowledge into explicit knowledge. During the month of September, the team will be trained to present a pitch-and-offer to potential partners (beneficiaries) that can

make the case for working with the project. This partner engagement strategy will be supported by the project's Field Operations Manual, based on DAI corporate operating procedures that guide compliant procurement, staffing, and financial management policies and procedures.

Technical Start-Up Activities

The main technical activities implemented during the period include preparation of the CLA Plan, EMMP, GAP, and VCA; identification and formulation of First Movers Interventions; and drafting of the MEL Plan. In addition to this, work has started on preparation of the FTF Inova's Partner Engagement Strategy. The section below summarizes these activities.

Collaborating, Learning, and Adapting (CLA) Plan

A CLA Plan was submitted on April 24. It outlines the principles and concrete steps that FTF Inova should incorporate to effectively follow a CLA approach. The CLA Plan will be updated regularly as partnerships and interventions are identified and lessons are learned during implementation of activities.

Sarah Wall, DAI Project Manager for Bangladesh AVC, will provide short term technical assistance in Mozambique in July to develop an operational CLA Plan, drawing on experience from AVC and matching effective collaboration actions/activities across DAI-implemented projects in Mozambique.

Environmental Mitigation and Monitoring Plan (EMMP)

An initial EMMP was developed by FTF Inova and submitted to the Agriculture, Environment, and Business Office of USAID. This initial plan will be adapted and modified as interventions on different value chains are identified. The project team will integrate a detailed EMMP into work plans and budgets, implement the EMMP, and report on its implementation as an element of regular project performance reporting.

Initial Work Plan and Gender Action Plan (GAP)

On May, 23, FTF Inova submitted a GAP and a Year 1 Work Plan. The GAP shows how FTF Inova will use available data, gendered value chain analysis, and Feed the Future experience to present a strategy, approach, and set of intervention principles for developing agricultural value chains that are inclusive of women from the farm to beyond the farm-gate and along the entire chain. The GAP outlines the processes and staff roles for integrating gender into monitoring, evaluation, learning, recruitment, and operations. A Women's Economic Empowerment Specialist is being recruited to facilitate and oversee full implementation of the GAP and strategy.

Value Chain Analysis (VCA)

During this period, FTF Inova conducted a VCA. It provides an understanding of overall economic opportunities and key drivers of change that can lead FTF Inova to identify interventions to improve competitiveness of the selected value chains. Activities conducted during this quarter are as follows:

- Consultant Catherine Johnston, Value Chain Specialist, completed background research and a literature review and prepared draft value chain analysis summaries for FTF Inova's eight value chains.
- A VCA team conducted a three-week field research assignment. Team members included FTF Inova's COP Luca Crudeli and M&E Manager Rafael Uaiene; consultants Catherine Johnston, Value Chain Specialist and Eric Derks, Market Systems Specialist; Jennifer Ching, Technoserve volunteer consultant; and Meriamo Jacobs and Tatiana Mata of Elim Servicos.

- Field research included extensive interviews with value chain actors from the eight FTF Inova value chains, both within the value chains (farmers, associations, buyers, etc.) and support services such as input supply and financial services firms. Field research was conducted in Maputo, Nampula, Tete, Beira, and Chimoio.
- Field research analysis, results, and recommendations will be completed in the next quarter.

The submission of a draft VCA was delayed because the lead consultant fell sick for a few weeks upon returning from Mozambique. Delivery of the VCA to USAID is expected by August 14.

First Movers Partnerships

Some interviews that were conducted with companies during the value chain assessment identified clear areas for intervention for FTF Inova. On that basis, a small set of “first movers” Concept Notes were developed in partnership with market actors within the cashew, sesame, and groundnut value chains, and in the area of agricultural input supply. Internal justification notes have been developed for these partnerships, as well as intervention results chains and measurement plans. A potential offer to partners is drafted and will be discussed with USAID prior to signing Partnership Agreements. The synopsis of the first movers’ partnerships is presented below. It should be noted, however, that these are still under discussion with potential partners:

- **Partnership #1: Upgrade quality in the cashew value chain.** Cashew is one of the most promising value chains FTF Inova is working on. The cashew market is characterized by consistent excess demand, and a number of local processors are investing to increase processing capacity. Demand for raw cashew from smallholder farmer is therefore expected to be sustained, while production remains constrained by lack of investment in new cashew trees and subsistence farming practices. This intervention aims at strengthening relationships between smallholder farmers and processors by increasing opportunities for sharing the additional value that would derive from accessing higher-end international markets.

A first partnership in this area is supporting Condor Nuts to upgrade one of their processing plants to British Retail Consortium (BRC) Global Standard for Food Safety Certification. The BRC certification would provide access to premium markets and capture additional value to invest in the cashew supply chain (the smallholder farmers). With this intervention, Condor Nuts will have the resources and will also be required to invest in smallholder farmers to be able to ensure quality and traceability. FTF Inova mainly aims to leveraging Condor Nuts’ expansion investment on one of its processing plant as the first national pilot for BRC certification and traceability and to engage with local service providers to expand the service market that supports this type of certification to make replication by other processors easier. Without FTF Inova’s support Condor Nuts would be hesitant to undertake this certification process, since there is no prior experience on this form of certification in Mozambique.

- **Partnership #2 and 3: Expand and consolidate demand for agricultural inputs and strengthen marketing services in the agricultural input market.** The lack of use of agricultural inputs such as fertilizer, pesticides, mechanization services, and improved seeds by smallholder farmers remains one of the main constraints for improved productivity and higher yields. A number of projects have focused on this problem in the past and are currently investing to support the distribution and adoption of improved seed varieties and, with more limited emphasis, fertilizer and chemicals. Most of the existing interventions, however, are focused on providing direct support to smallholder farmers, acting as a broker, buying inputs and distributing them, or directly managing the distribution networks of input suppliers. This often generates perverse incentives, with input suppliers taking a passive attitude towards developing the smallholder farmer market segment, waiting for donor programs to manage and pay for reaching out to rural areas, and focusing their marketing efforts on donors and non-governmental organizations. The VCA that FTF Inova carried out in May, however, identified some market players interested in expanding their capacity to serve the smallholder farmers market segment, and to maintain full ownership and control of their marketing and distribution efforts. Two identified partnerships in this area are:

1. Working with TECAP to develop and test new and cost-effective marketing approaches, based on a deeper understanding of smallholder farmers as consumers of inputs, and on innovative behavioral change techniques. This approach will, for instance, use more effective marketing techniques, such as contests⁶ and competitions, and profiling smallholder farmers, instead of establishing costly demonstration plots.
 2. Working with K2 to adopt a customer relationship management (CRM) platform already in use by K2 in Zimbabwe. K2 is willing to invest in the establishment of CRM in their Mozambique agricultural business. FTF Inova will work with K2 to establish a CRM platform, train agro-dealers and farmers on use of the platform, pilot/test the system, and promote and roll out the platform in wider scale and geography. K2 would be a market leader to promote the improvement of CRM systems across input dealers in the country.
- **Partnership #4: Drive quality upgrading in the groundnut value chain by stimulating domestic market segmentation for low-level aflatoxin groundnut products.** FTF Inova will work with IKURU to assess the domestic market for groundnuts with safe levels of aflatoxins. Groundnuts are a particularly important commodity from a nutrition and gender perspective and the market for groundnuts in the country is primarily domestic.

Monitoring, Evaluation, and Learning (MEL) Plan

Towards the end of this quarter, the FTF Inova team started developing the MEL Plan. Meetings were held with USAID M&E staff and the project Contracting Officer's Representative. A project-level results chain and Results Measurement (RM) Plan were developed, which form the framework for the MEL Plan and demonstrate both alignment with the Feed the Future Mozambique Results Framework and the broad theory of systems change that guides the project. Indicators assigned at the project level will form the basis of the Performance Indicator Reference Sheets that will be included as annexes in the MEL Plan before submission to USAID. First-round, intermediate-level (for sesame) and intervention-level results chains and corresponding RM Plans have also been developed and are in the process of being refined. These will serve as guidance for further sector (intermediate-level) and intervention RM Plans, all of which will align with the project-level results chains and indicators.

A scope of work for an initial sector baseline (for sesame) has been prepared and is being reviewed. This initial baseline will be followed by further sector baseline studies as FTF Inova rolls out plans for interventions in other value chains, and the initial baseline will be used to form a baseline guidance tool for subsequent studies. Sector baselines will be primarily qualitative in nature and focus more on attitudes, norms, and level of innovation.

Activities Planned for Next Reporting Period

The following activities are expected to be implemented in the next quarter:

- Finalize first movers' intervention justifications and Concept Notes from partners.
- Sign Partnership Agreements and Deal Notes with first movers.
- Provide support to first movers on designing and testing market innovations.

⁶ Contests and competitions are a common business tactic, in mature or advanced distribution networks, to promote a new product/service or generate "positive buzz" around an existing product /service. The intervention with TECAP will adapt these market tactics to the context of the Mozambican agricultural market.

- Conduct additional value chain analysis for horticulture and tree crops in current zone of influence and new selected geography.
- Finalize the FTF Inova partner engagement strategy and present it to USAID.
- Identify additional innovative ideas to upgrade target value chains through an open call for expressions of interest and develop new interventions.
- Finalize intermediate and intervention results chains for all value chains (sesame, inputs, cashews, groundnuts, and financial services).
- Launch FTF Inova (October 25th, 2017).
- Complete the MEL Plan and GAP.
- Finalize recruitment of FTF Inova staff.
- Conduct a baseline study.

Lessons Learned

Not all of the eight FTF Inova value chains present opportunities for inclusive growth. Products like banana and soy, for instance, compete on international markets with countries that can produce these crops at more competitive prices, because they are produced on larger farms that are vertically integrated and mechanized. In order to drive sustainable change, FTF Inova will need to focus on those value chains that present the best commercial opportunities.

During the VCA many market players have suggested that FTF Inova should explore opportunities for upgrading tree crops (i.e. mangoes and macadamia) and horticulture value chains. These sectors present strong international market demand, are very important from a nutritional perspective, are suitable to smallholders (being less sensitive to economies of scale), and receive less attention from donors. FTF Inova will carry out a rapid assessment of these value chains during the month of July.

Collaboration with Government of Mozambique, Other Donor Projects, and Other USAID Projects

CLA is critical for FTF Inova success. FTF Inova has and will collaborate with the Government of Mozambique and with other projects run by the U.S. Government or other donors. The collaboration will consist of exchanging information and knowledge, joint planning efforts, coordination efforts, meetings, etc., geared toward building synergy across other donors.

Links with Relevant Government of Mozambique Ministries

- COP Luca Crudeli and M&E Manager Rafael Uaiene presented FTF Inova to and met with national directors and senior staff of the Ministry of Agriculture and Food Security (MASA). The following Directorates were represented (Planning and International Cooperation, Rural Extension, Agriculture and Silviculture). MASA welcomed the new project and expressed a willingness to collaborate.
- During the meeting, MASA staff raised concerns about the need of sharing reports and achievements, because the ministry is responsible for capturing and reporting progress in the agricultural sector.

Links with Other Donor Agencies

- FTF Inova met with the Mozambique - Innovation for Agribusiness (InovAgro) project managers to discuss collaboration. InovAgro is funded by the Swiss Agency for Development and Cooperation, and implemented by DAI. InovAgro and FTF Inova both benefit from the same pool of experts. Some interventions proposed by FTF Inova will be complementary to work that is being conducted by InovAgro.
- FTF Inova also met with Financial Sector Deepening Mozambique, a DAI-implemented and United Kingdom Department for International Development (DFID)-funded project to improve access to financial services for poor people. Opportunities for collaboration were explored, particularly in the area of strengthening access to saving services in rural areas, and improving the utilization of existing credit lines for agriculture.

Building Links with Other USAID Projects

- FTF Inova has been interacting with other USAID-funded activities, including Sementes Melhoradas para uma Agricultura Renovada (SEMEAR)⁷, led by the International Institute of Tropical Agriculture; FTF RAMA-Nacala and FTF RAMA-Beira; and the Scaling Seed and other Technologies Partnership, which is implemented by the Alliance for Green Revolution in Africa. Joint planning efforts and coordination are underway.
- SPEED+ and FTF Inova share working space. Staff members of both projects are in constant collaboration on policy issues, the business enabling environment, and agricultural issues. SPEED+ is

⁷ Led by the International Institute of Tropical Agriculture, the overall goal of SEMEAR is to increase the adoption of improved technologies, income, and food security of smallholder farmers in Manica, Tete, Zambézia and Nampula provinces.

currently working to implement an intervention to support the legislative framework for the cashew nut sector.

- Meetings were organized with the Southern Africa Trade and Investment Hub (SATIH) to coordinate activities along the value chains that SATIH is supporting in Mozambique, and to learn about their plans on supporting the warehouse receipt system.
- To ensure coordination with the Southern Africa Seed Trade Project⁸, FTF Inova is providing a desk to their Mozambican representative, and is coordinating activities directly with him.
- FTF Inova and AVC are discussing a program for CLA, including sharing information and lessons learned and exchange visits.

⁸ The Southern Africa Seed Trade Project is a five-year project launched in December 2015. It is designed to increase the availability of high quality seed of improved varieties to farmers in the Southern Africa Development Community and to contribute to increased agricultural productivity and improved food and nutrition security. With offices in Pretoria, South Africa, and Lusaka, Zambia, the Seed Trade Project supports activities in three Feed the Future focus countries: Zambia, Malawi and Mozambique; and is also active in Zimbabwe, an aligned Feed the Future country.

Management and Administrative Issues

- Office move—In the first week of July, the team moved to the new permanent office in Maputo, after finalizing construction work and having procured furniture for the office. The new office is located on the 2nd floor of the Torres Rani.
- The branch registration of DAI Global, LLC is still being finalized with support from a local law firm. In order to operate while the registration is being finalized, FTF Inova is currently operating using the registration that is in place for DAI under SPEED+.