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EVALUATION

PERFORMANCE EVALUATION OF THE USAID/MOZAMBIQUE AGRICULTURE PORTFOLIO

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Final Report

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DISCLAIMER

ACRONYMS

ADIPSA	Support for Private Sector Agriculture Development
ADPP	People to People Development
ADRA	Adventist Development and Relief Agency International
AIMS	Agri-Input Market Strengthening Project
ASCs	Agricultural Service Clusters
ATB	USAID/Mozambique Office of Agriculture, Trade and Business
BOM	Banco Oportunidade Mozambique
BT	Banco Terra
CEPPAG	Agricultural Policy Research Center
CESE	Center for Socio-Economic Studies
CIMMYT	International Maize and Wheat Improvement Center
CAADP	Comprehensive African Agricultural Development Program
CAP	National Agricultural Census
CAS	Country Assistance Strategy
CIP	International Potato Center
CGIAR	Consultative Group on International Agricultural Research
CLUSA	Cooperative League of the USA
CTA	Confederation of Business Associations
DAP	Policy Analysis Department at MINAG
DCA	Development Credit Authority
DE	Directorate of Economics at the Ministry of Agriculture
DPA	MINAG Provincial Agricultural Offices
DPG	Development Partners Group
DSP	Provincial Department of Public Health
DVMs	Decentralized Vine Multipliers
EAs	Enumeration Areas
FtF	Feed the Future
FH	Food for the Hungry
FOSCs	Farmer Owned Service Centers
FY	Fiscal Year
FGDs	Focus Group Discussions

GOM	Government of Mozambique
Ha	Hectare
HACCP	Hazard Analysis and Critical Control Point
HHS	Household Survey
HHR	Household Respondents
IARCs	International Agricultural Research Centers
IFDC	International Fertilizer Development Center
IFPRI	International Food Policyn Research Instutute
IIAM	Agriculture Research Institute of Mozambique
IITA	International Institute for Tropical Agriculture
IRs	Intermediate Results
IRRI	International Rice Research Institute
INE	National Statistics Institute of Mozambique
Kg	Kilogram
ISPM	Agricultural Research Institute of Mozambique
LGP	Authority Loan Guarantee Program
MADD	Mozambique Agro-dealer Development Project
ME&A	Mendez, England & Associates
MINAG	Ministry of Agriculture
MOU	Memorandum of Understanding
Mt	Mozambique Metical (currency)
MSU	Michigan State University
MYAP	Multi-year Assistance Program
NGOs	Non-government Organizations
OFSP	Orange-flesh Sweet Potato
P4P	Purchases for Progress (World Food Program)
PARTI	Platform for Agricultural Research and Technology Innovation
PMP	Performance Monitoring Plan
PMU	Platform Management Unit
PPPs	Public Private Partnerships
PROAGRI	National Program for Agricultural Development in Mozambique
SANA	Food Security Through Nutrition and Agriculture
SC	Save the Children
SCIP	Strengthening Communities through Integrated Programming

SIDA	Swedish Development Agency
SIMA	National Market Information System
SO	Strategic Objective
SOW	Scope of Work
SPSS	Statistical Package for Social Sciences
SPEED	Support Program for Economic and Enterprise Development
TNS	TechnoServe
TIA	National Agricultural Household Survey
UCODIN	Provincial Governor's Unit for Integrated Development Coordination
USDA	United States Department of Agriculture
UEM	Eduardo Mondlane University
USAID	United States Agency for International Development
US	United States
VAT	Value Added Tax
WASH	Water and sanitation for health
WFP	World Food Program
WVMoz	World Vision Mozambique

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This is a report on an independent, external evaluation of the agricultural program funded by the United States Agency for International Development (USAID) Mission in Mozambique, Office of Agriculture, Trade and Business (ATB). The evaluation was carried out by a team of experts assembled by Mendez, England & Associates (ME&A). The purpose was to assess the effectiveness, impact, sustainability, and the degree of coordination and synergy of seven projects within the ATB project portfolio. The evaluation was structured to respond to eighteen specific questions and sub-questions contained within the evaluation's scope of work (SOW). These questions and sub-questions are shown in Section 1.2 of the report.

The primary stakeholders for this evaluation are the technical teams within the USAID/Mozambique Mission, particularly in the ATB and the Program Offices. Secondary stakeholders are the USAID development partners that implement the projects within the ATB agricultural portfolio. The evaluation will be used mainly to inform decision making at USAID at the mid-term level of progress. While the evaluation findings will likely be shared by USAID with its implementation partners, they are not the primary audience for the evaluation.

PROJECT BACKGROUND

The evaluation covers seven agricultural projects within the the project portfolio of USAID/Mozambique's ATB office. Each project within the portfolio has unique objectives, which contribute to ATB's higher goals. These seven projects are:

1. AgriFUTURO
2. The Support Program for Economic and Enterprise Development (SPEED)
3. The Multi-year Assistance Program (MYAP)
4. Michigan State University (MSU) support to the Ministry of Agriculture and Mozambique's Research Institute
5. Development Credit Authority (DCA) loan portfolio guarantees with Banco Oportunidade de Mozambique (BOM)
6. DCA loan portfolio guarantees with Banco Terra
7. The Platform for Agricultural Research and Technology Innovation (PARTI)

EVALUATION DESIGN, METHODS AND LIMITATIONS

The evaluation team used three different methods to obtain information that informed the evaluation's findings, conclusions and recommendations. These methods were: 1) open-ended interviews with the implementing partners of the seven projects being evaluated, as well as project beneficiaries and other stakeholders; 2) interviews with focus groups of community organizations and small-scale farmers who are members of the different producer organizations that benefit from the different projects; and 3) a household survey of 578 rural residents in different project locations in central and northern Mozambique. These three evaluation activities were conducted in parallel, and their results have been consolidated into this final report.
Field work for the evaluation was carried out over a period of approximately two months between September and November, 2012. Over the course of the evaluation, different team members visited project locations and interviewed project partners, beneficiaries, stakeholders, households, and external control groups in Tete, Manica, Zambezia, Nampula, and Cabo Delgado provinces in central and northern Mozambique.

Evaluation limitations included:

- The limited Performance Management Plan (PMP) data that could be used for conducting analyses to respond to the evaluation questions.
- "Donor fatigue" that sometimes made it difficult to schedule meetings with key informants.
- The non-availability of some of the agribusinesses and implementation partners with whom the team wished to interview due to their heavy travel schedules.

- The team's inability to locate earlier project beneficiaries that had received assistance from previous USAID projects.
- The difficulty of the project implementers to identify groups of farmers in non-beneficiary communities to interview due to their lack of contacts with these groups.
- The lack of baseline information for the small farmer beneficiaries at the household level to inform the household survey.
- The time limitation on conducting the household survey.

MAJOR FINDINGS AND CONCLUSIONS PER EVALUATION QUESTIONS

1. To what extent has SO6/ATB's agriculture sector activities resulted in increased availability, dissemination and adoption of improved technologies, increased agricultural productivity, and increased sales amongst targeted beneficiaries?

Small farmers reported an increase by one-half in their crop yields as a result of the ATB projects, and some small farmers reported a doubling of maize yields using conservation agriculture practices.
Potential yield increases from improved seed are not fully realized by small farmers as a result of their limited means to purchase fertilizer. Weak supply channels for agricultural inputs also limit the application of fertilizer by smallholders.
The ATB projects have increased the amount of farmgate sales by small farmer beneficiaries, as a result of increased production yields, higher prices, and crop diversification. However, not all small farmers have benefitted from higher prices.
Farmers get much higher prices for contract sales to formal markets, with product consolidation. Nevertheless, some farmers have considerable difficulty selling their agricultural products that do not have formal marketing agreements.

Conclusions

- Conservation agriculture is a highly promising method to improve small farmer yields and food security, but commercial production requires advanced delivery mechanisms for input supplies, demand-driven markets, market linkages, and the availability of finance.
- The international research centers are effective for new technology development but their impact is limited due to weak government and private extension as well as weak input supply channels, which limit uptake.
- The ATB projects have helped increase small farmer sales through product consolidation and market linkages.
- The ATB project support for simple, low-cost on-farm storage and improved post-harvest handling of agricultural products has proven to be an effective means to improve food security.
- MYAP is an effective program for food security, with the strong linkage between agriculture and nutrition as key project element.

2. To what extent did the ATB model approach of increasing access to financial resources lead to increased sales amongst rural agricultural producers?

The amount of credit available through the DCA Loan Guarantee Program is extremely limited compared to the needs of the agricultural sector. The household survey revealed that less than 4% of the surveyed households received project-supported credit.
The overall impact of the BOM micro-credit program for small farmers is small as a result of its small portfolio amount.

Conclusions

- The lack of credit for agricultural production and marketing is a major problem that has not been effectively addressed by the ATB projects.

- The micro-lending programs carried out by Banco Oportunidade are an important pioneering effort that merits further support.

3. To what extent did/do public-private partnerships created by the ATB agriculture projects advance ATB objectives?

Private public partnerships (PPPs) are extensively used by AgriFUTURO under the project's grant mechanism. However, PPPs have a relatively limited use by the MYAP and PARTI implementing partners.

Conclusion

- PPPs created under the AgriFUTURO grant mechanism are an effective means to leverage ATB resources and activities. They provide more sales by small farmers and increase agricultural exports.

4. What have been the most effective approaches utilized by ATB in strengthening linkages between research/extension/farmers, farmer's associations/cooperatives, agribusiness enterprises, and local service providers to achieve the desired results?

In view of weak government and private extension services, all the international research centers operating through the PARTI platform provide extension and outreach services that benefit small farmers. Linkages between farmers and suppliers of agricultural inputs and services are weak, as a result of weak input supply chains. The greatest developmental impact is obtained by linking farmers through their producer organizations with reliable markets for their products.

Conclusion

- The ability of ATB project-supported producer organizations to link with available markets and to consolidate their members' products for joint marketing is a key element of the success of these organizations and their long-term sustainability.

5. How effective have ATB's interventions been in promoting behavior change in assisted communities?

Conclusion

- The MYAP program has brought about positive behavior change in terms of agricultural technology adoption and improved health and nutrition practices.

6. Have agriculture sector policy reforms occurred due to ATB interventions?

Despite having different (non-conflicting) objectives, constituents, and implementation methods, the three ATB policy projects support an improved business environment in Mozambique. However, actual policy change is slow due to the difficult policy environment in the country.

Conclusion

- The ATB policy projects have helped bring about important and far-reaching policy change, including the CAADP Compact and Investment Plan, and the Cooperative Law.

7. To what extent have ATB's agriculture activities been effective in including gender in design and implementation?

While none of the ATB projects has a specific gender requirement, they strongly support female participation and leadership within the producer groups that receive project support.

Conclusion

- Although the project design included gender, there were no specific gender outcomes required of the project implementation partners. However, all the partners support gender equality and female participation and leadership within the beneficiary groups.

8. To what extent did ATB interventions contribute to a change in the status of food security, nutrition, and rural income growth of communities where interventions were implemented?

Agricultural practices taught by the ATB projects, along with the introduction of new, drought-resistent seed varieties, are the main contributors to the increases in production yield per hectare that has been achieved by the farmers. The introduction of new, diversified crops by the ATB projects has enhanced food security by providing income opportunities and nutritious food products. The ATB projects have enhanced nutrition through training and information on nutritious food and balanced diets. Many of the project-supported producer organizations are conducting profitable business operations on behalf of their members, particularly when they have supply contracts with large buyers of agricultural products.

Management skills development is an important component of the capacity building of the farmer organizations and this has a direct impact on their administrative and management capabilities. The team found a surprising lack of spillover knowledge and adoption of the agricultural, nutritional, health, water and sanitation practices in communities that are adjacent to the ATB-supported communities.

Conclusions

- The impact of the ATB projects on smallholder incomes would be greater if producer organizations had greater institutional capability to link with reliable markets and to negotiate contracts for their members.
- The ATB projects have enhanced food security by increasing food availability in the beneficiary communities. Communities report producing more food, and have adopted technologies that enable them to store food under conditions that maintain product quality for much longer periods of time.
- The ATB projects have enabled farmers to better plan the proportion of their agricultural products that they sell, in comparison with the amounts held for consumption, and to provide seeds for the next planting season.
- The introduction of new crops such as soya, groundnuts and sesame by the ATB projects has encouraged greater diversity of food consumption as well as income generation from the marketing of commercial crops and products.
- The strong link between agricultural production and nutrition and the emphasis on health, water and sanitation, reinforces food security within the MYAP projects.

9. To what extent have the projects worked with local institutions? What have been the results of this relationship in terms of building/strengthening local institutional capacity, ownership and the long-term sustainability of the activities? To what extent have the associations developed and nurtured by USAID's past programs been sustainable?

The cooperative organizations that have been formed and strengthened by the ATB projects, which are also the Farmer Owned Service Centers (FOSCs) supported by AgriFUTURO, are believed to be sustainable. The evaluation team has found that, in general, farmers who have benefitted from new agricultural practices through project support are using what they learned. They have changed their habits in light of the improvements they have seen. The transfer of technology is sustainable. The sustainability of the institutional support provided by MSU to Ministry of Agriculture (MINAG) and Agriculture Research Institute of Mozambique (IIAM) is threatened by high staff turnover and low retention caused by low staff salaries. A proportion of 58% of ATB project-supported beneficiaries would either fully or partially continue their project activities even without project support. Linking the International Agricultural Research Centers (IARCs) that

develop improved seed with commercial seed companies for seed distribution is a sustainable means for increasing the availability of improved seed in the country.

Conclusions

- The use of ATB project-supported agricultural technology by farmers and nutrition practices by communities is sustainable. The technology and practices are fully established and are seen to be functioning in the project areas.
- A commitment to institutional "ownership" by their members, along with effective management, marketing, and financial skills of their leaders, are key requirements for the sustainability of ATB-supported farmer-owned businesses.
- The greatest threat to the sustainability of farmer organizations is their weak management capability.

10. To what extent do ATB agriculture projects coordinate and harmonize activities across program components, with other USG programs/projects, other donors and the Government of Mozambique (GOM) to create complementarity and synergies? What are the key challenges and success stories?

The team found that in Mozambique, development coordination is carried out mostly at higher levels, with limited coordination at field locations between development programs and local governments, and among development programs sponsored by different organizations. Local governments desire better coordination of donor and NGO programs. There is a considerable amount of opportunistic coordination between the different ATB projects that have similar or related objectives. There is good coordination between AgriFUTURO and MYAP, as well as between AgriFUTURO and the external projects carried out by its implementing partners, CLUSA and TNS, since they have many of the same producer organizations as beneficiaries.

Conclusions

- Although local governments desire better coordination with NGOs and donor projects, their present level of coordination is largely ineffective. In general, local governments have neither the resources nor the skills for effective coordination.

General findings:

- The MYAP program is carried out over large geographical areas yet with limited coverage (7%-10%) of the beneficiary populations within the targeted areas.
- Mid-course adjustments in USAID's development strategy have caused major changes in AgriFUTURO project implementation.
- AgriFUTURO's policy for reporting performance under its PMP is to attribute the achievement of project indicators to its assistance, without regard to the type of assistance provided. In other words, if AgriFUTURO provides any assistance to an organization, the project collects data from that organization on its contribution to project PMP indicators.
- The team found that none of AgriFUTURO grant recipients was satisfied with the approvals and awards process for the grants due to delays, excessive administrative requirements, and overly complicated procedures.
- There are continuing, unresolved conflicts between emerging farmers and one Agricultural Service Cluster (ASC) in Manica, and between a group of small producers and another ASC in Nampula. AgriFUTURO is responsible to serve as an "honest broker" to resolve conflicts and to mediate differences between project-sponsored ASCs and the small- and medium-scale farmers who serve as outgrowers for the larger companies.
- The role of the PARTI Platform Management Unit (PMU) is primarily that of coordinating research activities carried out by the IARCs. Unfortunately, the PMU is not providing the dynamic leadership that is needed to strengthen IIAM as an institution.

1.0 EVALUATION PURPOSE & EVALUATION QUESTIONS

1.1 EVALUATION PURPOSE

This is an independent, external evaluation of the agricultural program funded by the USAID/Mozambique Office of ATB. The evaluation was carried out by ME&A, located in Bethesda, Maryland. Annex I provides a brief background summary of the evaluation team members, and describes their designated tasks for the evaluation.

ATB's development objective is "Inclusive Growth of Targeted Economic Sectors." The objective integrates two Presidential Initiatives - Feed the Future and Global Climate Change - in support of increased incomes for the poorest Mozambicans. This evaluation focuses on the first two Intermediate Results (IRs) under this objective: "Agricultural Productivity Increased," and "Enabling Environment Improved."

The evaluation attempts to analyze the overall effectiveness, impact, sustainability, and the degree of coordination that the ATB projects have carried out with one another, and with other development programs and organizations with similar goals. In addition to providing USAID with an independent assessment of the current results of this important initiative in Mozambique, the evaluation provides guidance on steering and redirecting projects and programs now in progress, and recommends methods to optimize the effectiveness of future USAID programming in the agricultural sector.

The evaluation has four main objectives:

1. Assess the effectiveness of the current (2009-2014) ATB agriculture and food security activities in achieving their established goals.
2. Assess the longer-term impact of ATB agriculture activities on food security, nutrition, and incomes of targeted beneficiaries, and the sustainability of those ATB activities that have been completed.
3. Assess the extent to which ATB coordination with other stakeholders have created synergies to achieve their respective goals.
4. Assess the sustainability of the institutions and the innovative practices that are supported by ATB agricultural activities.

The underlying development hypothesis of the ATB agricultural portfolio is that the economic status of the poor in those areas targeted by ATB will be improved by economic growth in agriculture. The critical assumptions underlying USAID's support to agriculture, as described by the PMP of the USAID/ATB Office, are that:

1. The GOM commits to policy reform to increase trade and empower farmers and industry.
2. USAID provides resources in the amount of $35 - $40 million annually to support the agricultural sector.
3. Political and civil stability will generally prevail.
4. No major natural disasters occur.

The primary stakeholders for this evaluation are the technical teams within the USAID/Mozambique Mission, particularly in the ATB and the Program Offices. Secondary stakeholders are the USAID development partners that implement the projects within the ATB agricultural portfolio. The evaluation will be used mainly to inform decision making at USAID at the mid-term level of progress. While the evaluation findings will likely be shared by USAID with its implementation partners, they are not the primary audience for the evaluation.

The budgeted cost of the evaluation is US $370,000.

1.2 EVALUATION QUESTIONS

A specific requirement for the evaluation team was to respond to a number of questions posed by USAID in the SOW for the evaluation. These questions are shown as follows, and are contained in the SOW in Annex VI. They are discussed in the analysis contained in Section 3.0 of this report.

I. Effectiveness:
   a. To what extent has SO6/ATB's agriculture sector activities resulted in increased availability, dissemination and adoption of improved technologies, increased agricultural productivity, and increased sales amongst targeted beneficiaries?
   b. To what extent did the ATB model/approach of increasing access to financial resources lead to increased sales amongst rural agricultural producers?
   c. To what extent did/do public-private partnerships created by the ATB agriculture projects advance ATB objectives?
   d. What have been the most effective approaches utilized by ATB in strengthening linkages between research/extension/farmers; farmer's associations/cooperatives; agribusiness enterprises and local service providers to achieve the desired results?
   e. How effective have ATB's interventions been in promoting behavior change in assisted communities?
   f. Have agriculture sector policy reforms occurred due to ATB interventions?
   g. To what extent have ATB's agriculture activities been effective in including gender in design and implementation?

II. Impact:
   a. To what extent did ATB interventions contribute to a change in the status of food security, nutrition, and rural income growth of communities where interventions were implemented?

III. Sustainability/Ownership:
   a. To what extent have the projects worked with local institutions? What have been the results of this relationship in terms of building/strengthening local institutional capacity, ownership and the long-term sustainability of the activities?
   b. To what extent have the associations developed and nurtured by USAID's past programs been sustainable?

IV. Coordination/Harmonization/Synergies:
   a. To what extent do ATB agriculture projects coordinate and harmonize activities across program components, with other USG programs/projects, other donors and the GOM to create complementarity and synergies?
   b. What are the key challenges and success stories?

2.0 PROJECT BACKGROUND

The evaluation covers the seven agricultural-related projects of the ATB portfolio. Given geographical proximity, the evaluation team was made aware of the "Strengthening Communities through Integrated Programming" (SCIP) project, which provides a close linkage with USAID/IHO (Integrated Health Office) but was never part of the evaluation[1]. The ATB portfolio projects are the following:

1. **AgriFUTURO**: This is the flagship project of ATB's agricultural portfolio and is the main agribusiness project under USAID/Mozambique's Feed the Future initiative. Its objective is to increase Mozambique's private-sector competitiveness by strengthening targeted agricultural value chains. The strategy focuses on value chain development as a means of creating incentives to improve the enabling environment, expand and strengthen business development services, build linkages between agribusinesses and financial services providers, and increase and strengthen public/private partnerships.
2. **The Support Program for Economic and Enterprise Development (SPEED)** is focused on the enabling environment and it works primarily to influence policy change.

[1] USAID/ATB provides funding for water and sanitation for health (WASH) carried out by the SCIP project and in the past has provided limited funding for market linkages.

3. **Multi-year Assistance Program (MYAP) – Title II**: This program is composed of four separate project activities related to food security, carried out by different international non-government organizations (NGOs). Its three primary objectives within the targeted areas are: 1) increase household agricultural incomes; 2) improve health and nutrition status; and 3) strengthen the capacity of communities to mitigate the impact of natural disasters.
4. **MSU**: Michigan State University is the implementing partner for the ATB project called Strengthening Mozambican Capacity to Harness Technology, Market and Policies for Accelerated Productivity Growth and Poverty Reduction, which, for brevity, is simply called MSU. Under this project, MSU provides capacity strengthening to MINAG and IIAM, and policy support to MINAG.
5. **DCA – Banco Oportunidade**: This Development Credit Authority Loan Guarantee Program (LGP) with Banco Oportunidade de Mozambique (BOM) covers a portfolio value of $2 million.
6. **DCA – Banco Terra**: There are two USAID-supported loan guarantee facilities with Banco Terra (BT). The first is a $4.5 million guarantee facility that was initiated in November 2009 and will end in November 2016. The second DCA facility, jointly sponsored by USAID and the Swedish Development Agency (SIDA), covers a portfolio amount of approximately $10 million, which targets agricultural and tourism loans.
7. **The Platform for Agricultural Research and Technology Innovation (PARTI)** helps to increase the productivity of Mozambique's agricultural sector through the development and adoption of improved agricultural policies, technologies and practices. IARCs operating in Mozambique that belong to the Consultative Group on International Agricultural Research (CGIAR) are participants in the Platform.

The development problem that USAID/ATB is attempting to address is that the limited application of productivity-enhancing technologies and techniques, generated and disseminated by either the public or private sectors, is a major limiting factor on agricultural productivity. An added constraint is that agricultural inputs markets are underdeveloped and do not adequately serve the needs of Mozambique's agricultural community. ATB's agricultural activities were designed to encourage productivity-enhancing technologies, deepening rural marketing networks through linkages with reliable marketing partners as well as the development of producer associations; supporting agricultural research; and assisting vulnerable families to move from subsistence agriculture to more commercial production and sale for increased family incomes.

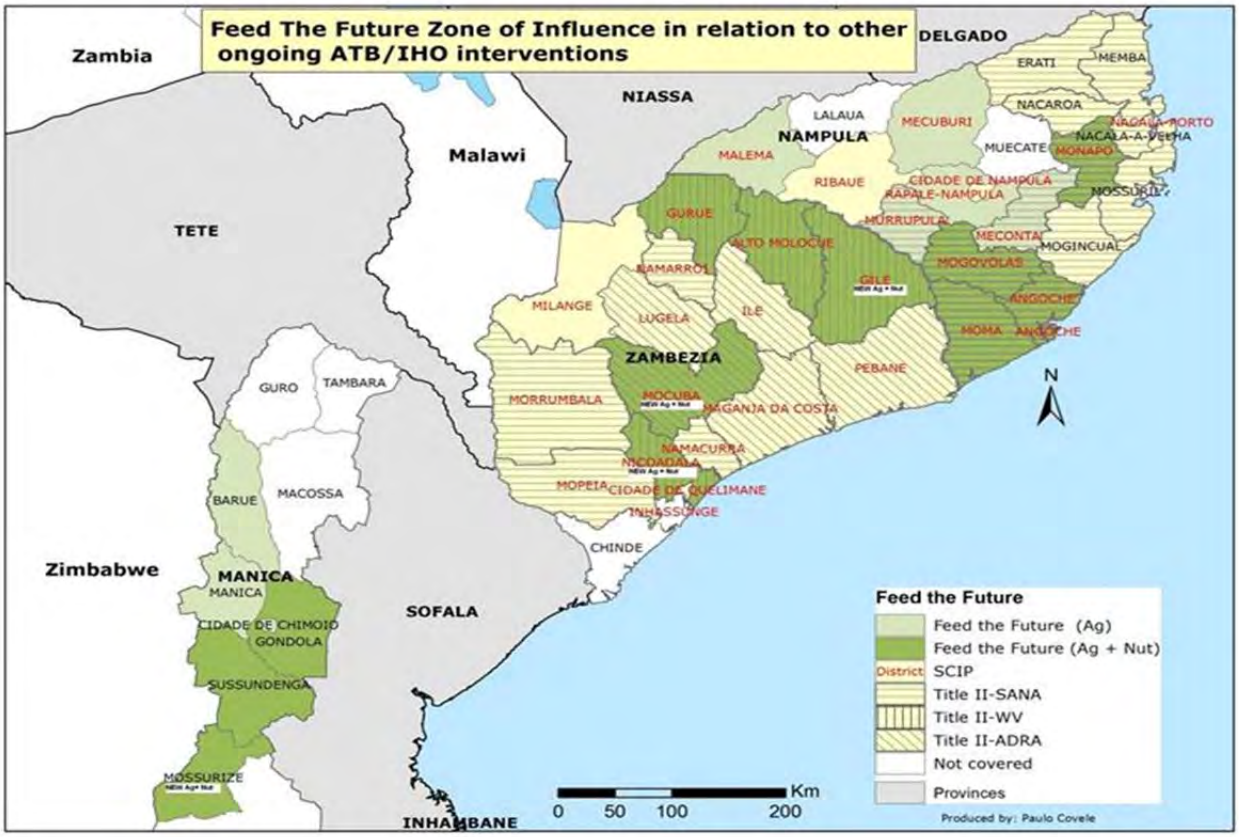
2.1 ATB'S TARGETED LOCATIONS

The coverage of the SPEED, PARTI, and MSU projects is national. The AgriFUTURO project is located in the Beira and Nacala development corridors, within the provinces of Nampula, Zambezia, and Manica. The MYAP-Title II project covers vulnerable districts in Nampula, Zambezia, and Cabo Delgado. The field research and outreach carried out by the PARTI project are largely concentrated in the Beira and Nacala development corridors, although technology dissemination is done at the national level. The USAID/DCA loan guarantee facility with BOM is primarily implemented in the provinces targeted by AgriFUTURO, since this bank works closely with the AgriFUTURO project to arrange credit to its supported producer organizations. On the other hand, since BT tends to operate independently of the ATB agricultural portfolio to provide loans to larger, commercial agribusinesses, many of the investments financed by BT spill over into other locations.

Before 2011, USAID supported agricultural projects in Tete, Niassa, and Sofala provinces as well. However, as part of the change to its Feed the Future strategy, in 2011, most USAID field activities were consolidated into the current three provinces of Nampula, Zambezia, and Manica. Naturally, consolidation of ATB program activities into fewer locations simplifies the process of coordination with other development initiatives.

The following map shows the locations of the current and planned projects.

Map of ATB Project Areas



3.0 EVALUATION METHODS & LIMITATIONS

The evaluation was structured to obtain information from three different methods, which are described in this section. At the outset of the evaluation, the team organized itself into three sub-teams to carry out the information-gathering activities. Sub-team 1, composed of the Team Leader and the Rural Development Specialist, conducted open-ended interviews with different partners and stakeholders. Sub-team 2, led by the Senior Agricultural Specialist and assisted with note-taking by the Focus Group Specialist, conducted interviews with a considerable number of focus groups composed of small farmers, and community groups that are project beneficiaries, along with comparison groups that are not project beneficiaries. Sub-team 3, which included the Household Survey Manager and the Data Collection Specialist, conducted a household survey in the project areas with the support of a field team of supervisors, data clerks, and interviewers. These three interview techniques provided information leading to the findings, conclusions and recommendations of the agricultural portfolio evaluation.

The first sub-team interviewed key USAID officials, implementation partners, agribusinesses and other participants in the project-supported value chains, small farmer leaders, and other project beneficiaries. Over the course of the evaluation, this sub-team conducted a total of 108 open-ended interviews with one, and sometimes more, individuals. The second sub-team conducted interviews with focus groups of community organizations and small-scale farmers who are members of different producer organizations that benefit from different projects, including the Banco Oportunidade DCA facility. During the field work, this sub-team interviewed 24 focus groups. Each group was composed of an average of 12 people. Non-beneficiaries groups (4 out of the 24) were also interviewed to capture the level of dissemination and sharing of project activities between beneficiary communities and non-beneficiary communities. Non-beneficiaries groups were

interviewed in Monapo (one group), one in Memba, and one in Erati, all inNampula province. Another group was interviewed in Mocuba, Zambezia. Although requested, no group was identified by the implementers inManica and Tete. The justification for this was that they are not familiar with non-beneficiary groups. Each non-beneficiary group had at least 17 people and could be as big as 40 people all actively participating as they all felt excluded by the project.

The third sub-team conducted a household survey (HHS) of 578 rural residents in the different project locations in central and northern Mozambique. The survey locations and the number of households surveyed were determined through an analyses based on the 95% degree of confidence for each planned domain, namely, Nampula province, Zambezia Province, Cabo Delgado Province, and the combined domain of Tete and Manica provinces. The interviews conducted by the sub-teams are summarized in Table 1, below:

Table 1: Summary of Interviews Conducted by the Evaluation Team

Sub-Team	Total Number of interviews	No. interviews with non-beneficiaries	Type of Interview
Sub-Team 1	108	5	Open-ended interviews, with one, or more individuals per interview
Sub-Team 2	24	4	FGDs with 12 people average per group
Sub-Team 3	578	280	Rural Residents, Household Survey

Based on the evaluation team's discussions with USAID at the planning stage of the evaluation, the HHS team used a limited quasi-experimental design. This means that the design used comparison groups, but not a randomized assignment of those being surveyed. This design is normally used in performance evaluations that answer questions such as "did the program achieve its objectives?"

The three evaluation activities were conducted in parallel, and their results have been consolidated into this final report. A description of the evaluation methodology for the open-ended interviews, the FGDs, and the HHS is contained in Annexes III, IV, and V, respectively. These annexes also provide copies of the survey instruments and the field notes that were taken by the interviewers during the interviews. For the HHS, the results are presented in tabular form.

There were a number of factors that limited the evaluation. First, the team's analysis of PMP data to develop its responses to the evaluation questions was hampered by limited and inconsistent data. Performance indicators vary widely and are inconsistently applied between ATB projects, even when the projects have similar objectives. This makes it difficult to compare the performance of the implementing partners that are performing similar work. Furthermore, most of the current performance indicators monitor process, while only a limited number of indicators measure actual performance toward the achievement of project objectives. Few of the PMPs provide baseline information, which makes it difficult to monitor progress over the project life. For example, it is not possible to compare the results of the MYAP implementing partners on indicators that reflect behavior change. The reporting of output indicators for nutrition and agriculture that measure the effects of behavior change is limited, and inconsistent. Limited PMP data for the IARCs do not enable an analysis of yield increases by small farmers over the life of the ATB project.

Other evaluation limitations included: a) "donor fatigue" that sometimes made it difficult to schedule meetings with key informants; b) the non-availability of some of the agribusinesses and implementation partners with whom the team wished to interview due to their heavy travel schedules; c) the team's inability to locate earlier project beneficiaries that had received assistance from previous USAID projects; d) the difficulty of the project implementers to identify groups of farmers in non-beneficiary communities to interview due to their lack of contacts with these groups; e) the lack of baseline information for the small farmer beneficiaries at the household level to inform the household survey; and f) the time limitation on conducting the HHS.

Annexes III, IV and V, respectively, describe the respective limitations for each of the three evaluation methods.

4.0 FINDINGS, CONCLUSIONS & RECOMMENDATIONS

4.1 EFFECTIVENESS

To what extent has SO6/ATB's agriculture sector activities resulted in increased availability, dissemination and adoption of improved technologies, increased agricultural productivity, and increased sales amongst targeted beneficiaries?

4.1.1 Increased Availability, Dissemination and Adoption of Improved Technologies among Project Beneficiaries as the Result of ATB

The common theme among the ATB projects that conduct agricultural field operations is strong technology transfer to their beneficiaries. Through the different projects, the farmers have better access to improved seed, have received training and technical support for increased crop production, and have improved on-farm storage.

For example, all the MYAP program implementing partners provide training and demonstration through on-farm demonstration plots and field visits on production practices that include low-input conservation agriculture with the incorporation of conservation practices such as the use of mulch for the retention of soil moisture; crop rotation; planting cover crops to maintain soil fertility; and the elimination of the practice of burning vegetation before crops are planted. These innovative practices are generally quite simple but extremely effective. Farmers reported that the practices of planting in rows, maintaining appropriate row spacing, and planting seed at the optimum distance within the rows, when combined with good weed control, have shown highly positive results on crop yields. The use of mulch not only helps to retain soil moisture during the dry season, but also limits the required amount of weed control, which is an agricultural practice normally performed by females. As described in the following section, small farmers reported that maize yields doubled using conservation agriculture practices and improved, drought-resistant seed, whereas IITA reported an increase of nearly 2.5 times for soybean yields by small farmers using conservation agriculture and improved seed.

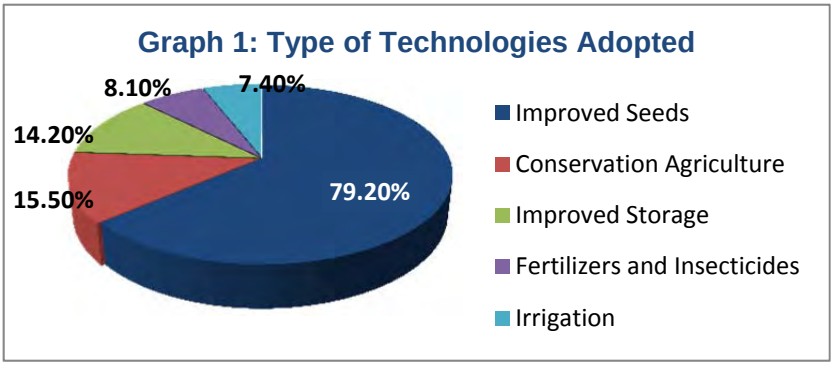
Overall results obtained from the HHS show that of all the recorded household responses (HHRs), the rate of technology adoption was 27.7%. There were negligible differences between households headed by males (26.2%) and households headed by females (27.0%). However, when the data are compared between project beneficiary and project non-beneficiary households, the result of the knowledge transfer shows considerable attribution to the ATB projects. Of the surveyed households that had benefitted from the ATB projects, 46.5% of these households had adopted one or more technologies compared to only 14.3% of the non-beneficiary households (see Table 2, below).

Table 2: Technology Adoption by ATB Beneficiary Households Compared to Non-Beneficiary Households

	Beneficiary Households		Non-beneficiary Households		Total Households	
	No.	Percent	No.	Percent	No.	Percent
Adopted one or more technologies	93	46.5	40	14.3	133	27.7
No technology adoption	107	53.5	240	85.7	347	72.3
Total	200	100.0	280	100.0	480	100.0

Note: Beneficiary households correspond to those respondents who answered YES to the question "did you or any of the household members receive any support from the ATB project?"
Non-beneficiary households are those who answered NO to this question.
The difference between the total number of 480 households shown in the table and the 578 households surveyed corresponds to the number of households that did not respond to this particular question.

The technologies that were adopted are shown in Graph 1, next page.



The IARCs that work within the PARTI research platform have developed new, improved seed and crop varieties[2] that are resistant to disease and drought and substantially improve production output, particularly during prolonged dry weather. The IARCs also work within the research platform to produce nutritious food crops such as orange-flesh sweet potato (OFSP) and soybeans for human and animal consumption, and collaborate with the MYAP nutrition specialists and third parties to develop nutritious food products such as sweet-potato enriched flour, sweet potato purée, and milled soy products for human consumption such as soy flour and different tofu-like formulations.

Data collection with participants in the Focus Group Discussions (FGDs), reported most groups under the MYAP program (17 of 24 groups) receiving nutrition training with both men and women as part of the nutrition parent groups. However, the HHS revealed that training in nutrition practices in support of improved nutrition status should be substantially increased by the project. Based on the HHS data, it was found that only 11% (22/200) of the households that have benefited from the ATB projects received nutrition training[3]. Of the 22 households that received nutrition training, 15 households (68%) were headed by females and 7 households (32%) were headed by males.

The MYAP implementing partners also promote the use of low-cost, simple, on-farm storage technology for storing food crops after harvest, which considerably reduces post-harvest losses particularly for food grains such as maize and thereby enhances food security. These technological innovations either improve production output or reduce losses and, therefore, ensure greater amounts of agricultural products for consumption and sale.

The AgriFUTURO project transfers technologies to agribusinesses that benefit small farmers, particularly through its ASCs and Farmer Owned Service Centers (FOSCs) approach. For example, its matching grants facility has designed, developed and installed a small-scale irrigation scheme at Manica Politechnic Institute (ISPM) that is used by the students at the agricultural school, and a second scheme that was provided as a pilot initiative to a Manica farmers' organization. These provide demonstration and training on small-scale, low-cost irrigation schemes that are accessible to small farmers.

Findings:

The first finding is based on the evaluation team's field observations, focus group interviews, and interviews with leaders of cooperative organizations. The second finding is based on the HHS.

1. Based on the observations of the evaluation team, the ATB field projects disseminate and support the adoption of agricultural production technology and the use of on-farm storage by their beneficiary producer organizations.
2. The percentage of ATB–supported households that reported receiving nutrition training is low (11%).

4.1.2 Increased Agricultural Productivity of Project Beneficiaries as the Result of ATB

The three field projects – MYAP, AgriFUTURO and the research partners within the PARTI platform – work to increase the agricultural productivity of the small farmer beneficiaries of the ATB projects. MYAP seeks to

[2] These crops include sesame, rice, groundnuts, pigeon peas, soybeans, other beans, maize, Irish potato, and orange flesh sweet potato.

[3] This low training rate is because only the MYAP program and two IARCs (IITA; CIP) operating within the ATB agriculture portfolio have nutrition components. Therefore, nutrition interventions do not cover all the ATB project areas. The MYAP program is located in selected districts of Zambezia, Nampula, and Cabo Delgado, whereas IITA and CIP nutrition support is carried out mostly in Nampula.

increase rural household incomes through increased agricultural productivity that results from innovative agricultural practices such as conservation agriculture. The international agricultural research centers that operate within the PARTI research platform also promote conservation agriculture by small farmers, and work to improve seed systems and soil fertility management, as well as develop drought-tolerant varieties of widely-grown and strategic crops, including pulses. These technologies help to improve smallholder productivity by providing farmers with access to improved seed with higher yields and climate resilience. The AgriFUTURO development model is to promote inclusive growth by improving the competitiveness of agricultural value chains, which is closely linked to agricultural productivity.

Of the 24 FGDs conducted, 20 were of beneficiaries. In FGDs, all 20 groups of farmers reported that as a result of project interventions, they had seen productivity yield per unit area of land cultivated increasesd by more than one-half over their previous yield levels for the different crops they grow. Thus, they were motivated to increase their production areas and to hire additional labor.

Interviews with two groups of small farmers in Nampula assisted by the MYAP/SANA program[4] revealed that with conservation agriculture, farmers have doubled their yields for maize production from a range of 400-500 kilograms per hectare, to more than 1ton per hectare, using improved seed varieties. AgriFUTURO farmers in Barue and Dombe reported a doubling of maize yields from 800 kilograms per hectare to around 1.5 tons per hectare through low-input, conservation agriculture practices with improved seed varieties.

The International Institute for Tropical Agriculture (IITA) has a comprehensive soybean development program in Mozambique. When IITA started its program in 2009, the average yield for soybean was 0.5 tons per hectare. It reports that now, on average, farmers achieve a soybean yield of 1.1 tons per hectare with some farmers achieving up to 2.5 tons per hectare by applying good crop management practices with improved seed[5]. AgriFUTURO reported that soybean seed was provided by IITA to two of its clients, Lozane Farms and Phoenix Seed, with the result that both companies increased crop yields and have promoted further multiplication and dissemination of these higher-yielding seeds. The improvement in soil nutrients from the nitrogen-fixing properties of the crops also has a large impact, although this has not yet been measured. IITA reports that in terms of soybean production, farmers are applying what they learn, and the uptake of improved practices is good.

The International Maize and Wheat Improvement Center (CIMMYT) reports that, on average, maize yield in Mozambique is approximately one ton/ha. However, the yield of hybrid maize varieties with fertilizer is about 6 tons/ha; without fertilizer it is about 3 tons/ha. Drought-resistant maize varieties experience approximately a 25% reduction in yield during a drought, whereas normal varieties will experience around a 50% reduction in yield during a drought. Nevertheless, in many cases, the impact on production yields resulting from new varieties is limited due to the inabilities of small farmers to apply fertilizer. In many cases, farmers cannot afford to apply fertilizer; in other cases, fertilizer and other input supplies are not available in rural areas due to weak supply chains. The limited use of fertilizer limits the realization of potential yield increases from improved seed by small farmers.

PMP data on crop yields by small farmers is available from the MYAP's implementing partner, Food for the Hungry, in Cabo Delgado. Small farmer yields reported for selected crops by this implementing partner are shown by the following Table 3. While these yields have shown a steady increase from baseline, they are considerably lower than the yields reported by small farmers associated with the PARTI research trials.

Table 3: Small Farmer Production Yields Monitored by MYAP Partner Food for the Hungry (Kg/Ha)

Crop	Baseline 2008	Actual 2008/09	Actual 2009/10	Actual 2010/11	Actual 2011/12
Sesame	87	397	428	428	661

[4] In Nampula the MYAP program is known as SANA, which is the Portuguese acronym for Food Security through Nutrition and Agriculture.

[5] This information was provided to the evaluation team by the IITA country representative in Nampula on October 8, 2012.

Table 3: Small Farmer Production Yields Monitored by MYAP Partner Food for the Hungry (Kg/Ha)					
Crop	**Baseline 2008**	**Actual 2008/09**	**Actual 2009/10**	**Actual 2010/11**	**Actual 2011/12**
Groundnut	286	397	426	427	617
Cowpeas	161	479	383	499	745
Rice	293	431	677	579	1028
Source: Food for the Hungry Mozambique FY 2012 Year-end Report					

Findings:

The following findings are based on the focus group interviews, interviews with leaders of producer organizations, and interviews with implementing partners.

1. FGDs reported an increase by one-half in their crop yields as a result of the ATB projects.
2. Four groups of small farmer beneficiaries of the ATB projects in Nampula and Manica reported a doubling of maize yields as a result of using conservation agriculture practices.
3. Potential yield increases from improved seed are not fully realized by small farmers as a result of their limited means to purchase fertilizer. Weak supply channels for agricultural inputs also limit the application of fertilizer by smallholders.

4.1.3 Increased Sales Amongst Targeted Beneficiaries as the Result of ATB

As described in the previous section, the team's interviews with small farmers confirmed a general improvement in production yields of the crops they grow, as a result of ATB project assistance. The evaluation team's interviews have also confirmed that selling prices for commercial crops grown by small producers have, in many cases, increased as a result of project assistance. The combination of increased production yield and increased selling prices resulted in increased sales revenue by small farmers.

Based on FGDs, the evaluation team learned that there are two main factors that underlie the increased selling prices by small farmers: 1) the ATB projects have helped to create linkages between the small farmers and reliable buyers for their products under marketing arrangements that provide increased selling prices; and 2) the ATB projects have made it possible for the small farmers to consolidate their production through their producer organization for joint sale by the members of the organization. This enables the producer organization to sell greater quantities of an agricultural product to a single buyer, which results in higher prices. Not only is it more efficient to sell greater amounts of a single product at a single location, but also the farmers' organization has much greater bargaining power with buyers when larger product volumes are in play. Selling greater amounts of agricultural products at higher prices means increased sales.

Even in cases where unit selling prices may not have increased for some small farmers, the increased production output as a result of yield increases has provided increased sales revenue. Consequently, the team has found that the ATB projects have increased the amount of sales by project-assisted small farmers.

Increased household sales by small farmers also results from crop diversification – that is, growing new crops that can be sold on local markets as well as household consumption. Based on the HHS, 78.2% of the responding households (78.6% male-headed households and 76.8% female-headed households) said that they had adopted one or more new crops as a result of the project[6]. The crops that were mentioned most frequently were peanuts (48.4%), sorghum (27.7%), peas (25.7%), jugo beans (20.5%), and cashew (17.2%). The decision by the respondents to adopt the selected crops was based primarily on market considerations (53.4% or household responses) and, to a lesser extent, on the advice of other farmers (43.3% of HHRs).

Of the 20 FGDs conducted with beneficiaries, 6 groups of farmers interviewed by the evaluation team have benefitted from maize supply contracts with the WFP that were arranged through the assistance of the ATB projects. Under these contracts, farmer organizations can sell their members' maize grain at a current price of

[6] There was no spillover effect to non-beneficiary households. None of the non-beneficiary households has adopted new crops as a result of the project.

around 6.50 –7.00 Mt per kilogram, compared to a price of 4.50 Mt per kilogram for maize sold into the informal market. Farmers reported that before they became ATB project beneficiaries, they received only 2.00 – 3.00 Mt per kilogram. Thus, the price benefit to small farmers selling into this organized market is presently around 50%.

Similarly, 5 of 20 beneficiary focus groups have been linked by the ATB projects to large soya buyers, such as Abilio Atunes, a major poultry producer in northern Mozambique, as well as with the TNS/Gates Foundation soya project. Abilio Antunes has an enormous demand for soya, which is greater than current soya production capability of the entire country. Farmer organizations can supply soybeans to this company under a supply contract at a current price of 17.50 Mt per kilogram, compared to a selling price to local traders of 14.00 Mt per kilogram. Thus, selling into this organized market provides a price premium of 25%. However, if farmers are capable of consolidating their production into truckload lots of 30 tons, the company will pay 23.5 Mt per kilogram for the entire consolidated load. This corresponds to a price increase of 68% compared to the price received by farmers if their soybean crop is sold to informal traders.

Despite these excellent results, the benefits are not universal. Not all farmers have seen improved prices, nor are they able to sell into these premium markets. Through the team's interviews, we have found that access to markets and marketing skills are generally weak in the producer associations that are supported by the MYAP program, which is a general reflection of their institutional weaknesses. Farmers who are members of producer organizations that do not have purchase agreements with large buyers continue to face difficulty in gaining market access for their products. In other words, the benefits of product consolidation and joint sale are limited to those stronger producer organizations – primarily producer cooperatives - that have the institutional capability to provide marketing support to their members for increased selling prices. These benefits are not available to members of the weaker producer organizations. While market prices for a particular agricultural product may vary over time based on market forces, there is no doubt that those who enjoy stronger market linkage will have a higher price average than those who do not.

Although product consolidation for improved sales by small farmers is a simple concept, this is a key challenge facing the ATB project implementation partners, and lies at the heart of project assistance required by the small farmers in the project areas. First, the ability to consolidate small farmer production of agricultural commodities requires an organizational structure that brings small farmers into a cohesive unit that can adequately plan, organize, and manage the process of crop production, consolidation, and sale of the agricultural products produced by its members. This process requires the creation and strengthening of farmer-owned businesses that have the management capability to engage in these services for their members. Second, a warehouse is required where the producers' agricultural products can be safely stored and consolidated for sale to external buyers. A storage facility requires a considerable amount of investment, which requires access to finance by the producer organization, or access to some amount of donor funding. Third, the small farmers themselves must recognize the mutual benefits of jointly selling their products with other members of the organization, and must have the financial capacity to wait for their products to be sold into an organized market, instead of selling them immediately after harvest at low prices. Creating farmer-owned businesses with this level of sophistication and management capability is a difficult undertaking and requires a considerable amount of time and effort. This is the challenge facing the ATB implementing partners.

AgriFUTURO and the MYAP implementation partners work jointly in the project areas to create and strengthen producer organizations to provide member services, with the eventual goal of having the capability to provide marketing services. They support producer unions to market their affiliated producers' farm products. The projects link the producer unions with larger buyers, and facilitate marketing transactions. They also help to create and legalize producer cooperatives at the district level that have the legal capability to do business on behalf of their affiliated, smaller producer organizations. The projects link these producer organizations with buyers for their commercial crops, such as sesame, ground nuts, rice, cowpeas, and cashews.

During the final project year, to support the sustainability of the marketing systems that have been created, the implementing partners plan to work to build stronger relationships between farmers and markets. The objective is to help farmers develop the capacity to negotiate with buyers of agricultural products, in order to ensure they receive a fair price for their production.

The USAID/ATB merged performance indicator report of January 2013 shows that farmgate sales by producers assisted by the ATB projects increased dramatically over the three-year reporting period between FY 2010 and FY 2012. This is shown by Table 4, below. Farmgate sales reported for FY 2010 were $6.1 million and increased substantially to $41 million in 2012.

Table 4: Value of Incremental Sales at Farmgate by ATB Assisted Beneficiaries, FY 2010 – FY 2012

	FY 2010	FY 2011	FY 2012
Target (US $000)	N/A	$19,600	$24,610
Actual (US $000)	$6,100	$31,440	$40,970
Source: Source: USAID/ATB Consolidated Indicator Report January 2013			

Findings:

The following findings are the result of the team's focus group interviews, interviews with leaders of producer organizations, interviews with ATB implementation partners, and a review of USAID/ATB consolidated PMP data from the different field projects.

1. The ATB projects have increased the amount of farmgate sales by small farmer beneficiaries, as a result of increased production yields, higher prices, and crop diversification. However, not all small farmers have benefitted from higher prices.
2. Farmers get much higher prices for contract sales to formal markets, with product consolidation.
3. Farmers have considerable difficulty selling agricultural products that do not have formal marketing agreements
4. USAID's performance monitoring system shows increasing farmgate sales by small producers.

4.1.4 Increased Sales by Agricultural Producers as the Result of Increasing Access to Financial Resources

To what extent did the ATB model/approach of increasing access to financial resources lead to increased sales amongst rural agricultural producers?

In an attempt to improve the availability of rural and agricultural credit for Mozambique's farmers, the USAID/DCA in recent years has initiated three loan portfolio guarantee (LPG) programs with commercial banks in Mozambique:

1. DCA No. 656-DCA-10-002 with BOM is a micro-loan guarantee that covers a portfolio amount of $2,000,000. These are local currency loans for working capital purposes with a tenor of six to nine months, and a bullet repayment at the end. As of March 31, 2012, the cumulative utilization of this LPG was $181,508, or 9.08% of the portfolio value. As shown by this latest report, a total of 75 loans had been provided, primarily for small farmer groups.
2. DCA No. 656-DCA-10-003 with BT is an agricultural LPG covering a portfolio amount of $4,540,000. As of the latest report dated March 31, 2012, the cumulative utilization of this facility was $765,480 or 16.86% of the total amount. A total number of 95 loans had been provided as of the report date. However, BT has suspended the use of this LPG for production loans to emerging farmers after incurring heavy financial losses due to flooding in the 2010-2011 production season that destroyed rice crops belonging to several producers with BT loans, and losses at the end of the 2011-2012 season that resulted from the failure of two large outgrower programs for grain crops that were sponsored by AgriFUTURO.
3. DCA No. 656-DCA-11-005 is provided jointly by USAID and SIDA with BT for agriculture and tourism loans in an amount up to $9. 1 million. This LPG covers lending to large agribusinesses and tourism enterprises for capital financing for a term of three to five years in a maximum amount of $1.5 million. As of March 31, 2012, the cumulative utilization of the guarantee was $3,098,419, or 33.99% of the total amount. A total of 10 loans had been approved.

Over the course of the evaluation, the team interviewed a number of large agribusinesses (e.g. CISTER, Corridor Agro, Condor Nuts) that had obtained DCA-guaranteed bank loans for trading agricultural commodities and were extremely pleased with the results. Large exporters and other agribusinesses whose sales generate foreign currency have access to bank loans denominated in US dollars at very low interest rates of around 5% per annum, which gives them a considerable advantage over local trading companies that only have access to high-cost Metical loans with a minimum interest rate of 24% per annum. In some cases, the large agribusinesses have used their working capital loans to provide agricultural inputs to small farmers they have under contract as outgrowers. However, the team interviewed one large agribusiness entrepreneur who had received a long-term investment loan from BT to purchase farming equipment and machinery for agro-processing. This large farmer/entrepreneur complained bitterly about the bank's slow response, complicated procedures, excessive bureaucracy, and arbitrary decisions throughout the entire loan process. He lost an entire production season as a result of the slow release of funds by the bank, and had to apply for a supplemental loan after the bank arbitrarily reduced the amount of the loan that the borrower had requested. These difficulties appear to be the result of a lack of understanding by both parties on the requirements of the other party, and highlight the need for better communications as well as training of bankers and customers alike, as a means to support and strengthen the effectiveness of the DCA loan guarantee program. Despite these difficulties, the DCA guarantees have catalyzed investments and growth of key subsectors including sesame, poultry/feed grains, cashew, and fruit.

The team's interviews with loan officers at BOM revealed that BOM initiated a new lending program related to small farmer rain-fed (non-irrigated) agriculture during the past (2011-2012) season as a result of the LGP. Previously, BOM had refused to provide loans for rain-fed agriculture in view of the risks involved. For these small farmer loan programs, the bank's requirements are the following: a) a support network must be available for the small farmer loan beneficiaries from either an NGO or a development project; b) an assured market must be available for the agricultural products that are produced; c) technical assistance must be provided by the small farmers' producer association; and d) mutual solidarity guarantees must be provided by the participating small farmers. For micro-loans to small producers, BOM charges its normal micro-lending interest rate of 3% per month. Most of the credit provided under the guarantee program is for marketing; not production. Thus far, the bank's experience has been quite good. Last season it recovered 100% of its outstanding loans.

The bank's micro-credit lines provide different financial products. For example, BOM will provide credit to support maize purchases by farmers' associations to meet WFP's supply contracts. BOM also provides credit to farmers who have delivered maize to the WFP but are awaiting payment, often for as long as five months. The bank also finances a limited number of producer outgrower programs for in-kind delivery of inputs used in crop production. Beginning next season, it plans to finance equipment loans for farmers' associations and larger production loans (up to $4,000) for emerging farmers.

For the BOM micro-loan beneficiaries and their leaders at the small farmer organizations, the evaluation team found considerable lack of knowledge about the loan process and a lack of skills in credit administration. A greater awareness and knowledge of the loan process by large as well as small borrowers, as well as greater skills in administration and financial literacy by the producer organizations supporting small borrowers would strengthen the lending process.

The HHS revealed that access to credit for ordinary farmers throughout the project area is very low. Only 3.9% (22/557) of the responding households had received credit as a result of USAID/ATB project support[7]. However, 6.4% of responding households reported receiving funding from other sources, such as government development funds. In terms of the amount of credit that was received, almost half (46.4%) of the respondents received a maximum amount of 20,000 Mzn, and hardly any loans were for more than 50,000 Mzn. Eighty percent of the respondents were satisfied with their credit experience. Some of the reasons given by the households for their limited credit access are described in Table 5, next page:

[7] Of these responding households that received credit, 81.8% (18/22) were beneficiary households and 18.2% (4/22) were non-beneficiary households. Of the 22 people who received credit, there were 18 males and 4 females.

Table 5: Reasons Given by Households for their Inability to Access Credit		
Reason for not Accessing Credit	**Number of Respondents**	**Percent of Respondents**
Difficult Procedures	194	55%
High Interest Rate	31	9%
Lack of Collateral	50	14%
Have Access to other Sources	9	3%
Do not Require Credit	9	2%
Other reasons	61	17%
Total	354	100%

The evaluation team has found the pioneering effort by BOM for micro-lending to be an extremely effective method for providing small farmer credit for crop marketing in rural Mozambique[8], particularly in view of the extremely limited alternatives for agricultural finance. Its main benefit is that it provides a financial means for small farmers to hold their crops after harvest for later sale at much better prices. By waiting until commodity prices recover over a period of a few months after the harvest season, or by having the capability to wait for payment for a few months after the delivery of maize to the WFP, small farmers can obtain as much as a 100% increase in selling prices over what could be obtained from informal traders.

The main problem is that this financing initiative is very small scale in terms of total funding and, consequently, its overall impact is limited.

PMP Analysis: The USAID Consolidated Indicator Report tracks the amount of annual product sales by the small farmer beneficiaries of the ATB projects, and also monitors the amount of financing that is provided to the different project-supported agribusinesses, including small farmers. Table 6 compares the reported results for the past three fiscal years:

Table 6: Comparison of Annual Product Sales by Small Farmers Supported by ATB Projects With Amounts of Available Financing (000)			
	FY 2010 (000)	**FY 2011 (000)**	**FY 2012 (000)**
Total Annual Farmgate Sales	$6,106	$31,440	$40,970
Total Financing Mobilized	$0	$2,521	$9,589
DCA Financing	$0	$320	$6,215
Non-DCA Financing	$0	$2,201	$3,374
Males - Financing	$0	N/A	$9,401
Females - Financing	$0	N/A	$112
DCA Financing as Percent of Total	N/A	12.7%	64.8%
Female Financing as Percent of Total	N/A	N/A	1.2%
Total Financing as a Percent of Sales	0.0%	8.0%	23.4%
Note: For FY 2012 the sum of financing for males and females is less than the amount of total financing because data from one financing source was not dis-aggregated by gender and therefore was not included for either males or females. Source: USAID/ATB Consolidated Indicator Report January 2013			

As shown by the above table, the amount of financing mobilized by the project is relatively low, compared to the amount of annual sales reported by the project-assisted small farmers. While it was not possible to determine the amount of financing that is actually required by the small farmers and agribusinesses that are assisted by the project, a reasonable estimate for agricultural enterprises is that financing in an amount of at least 50% of sales is required. As shown by Table 6, in the best case, available financing was only 23.4% of sales. As shown by the last column in the above table, during FY 2012, total financing was $9.58 million of which $6.2 million, or 65% was provided through the DCA loan guarantee, while the remaining 35%, or $3.4 million, was provided by non-DCA sources such as input supplier credit and purchase advances made by buyers of agricultural products. In other words, DCA loan guarantee financing during FY 2012 covered only 15% of the total annual sales value.

[8] Credit for trading is the most important aspect of this program.

In addition to USAID-supported DCA financing for agriculture, the AgriFUTURO project provides grant funds to agribusinesses that serve as an additional means of financing for project-related investments. This is discussed in a later section of this report.

Findings:

The following findings are the result of the focus group interviews, interviews with BOM and BT banking officials, a review of DCA financial reports, a review of the USAID/ATB PMP, and the HHS (Finding 3).

1. The amount of credit available through the DCA LPG is extremely limited compared to the needs of the agricultural sector.
2. The overall impact of the BOM micro-credit program for small farmers is small as a result of its small portfolio amount.
3. Less than 4% of the surveyed households has received project-supported credit.

4.1.5 Advancement of Project Objectives as a Result of Public-Private Partnerships

To what extent did/do PPPs created by the ATB agriculture projects advance ATB objectives?

USAID uses PPPs to deepen the scale, impact and sustainability of its development programs. Under USAID's PPP development model, each PPP partner contributes its own set of skills and resources to collaborate on co-designed and co-managed projects in order to significantly expand and deepen the impact of development assistance.

USAID defines a PPP as a relationship between the Agency and one or more private enterprise or philanthropic partners that is created to leverage resources and expertise as a means for addressing a development priority. Resource partners are expected to bring significant new, non-public resources – whether money, ideas, technologies, experience or expertise – to address international development problems. USAID, working through its development partners who implement its various projects, is considered as one of the public partners. Other public entities can be national or sub-national government organizations as well as donor-funded implementing partners. Private entities are for-profit enterprises as well as NGOs. A private entity can be a private company, a community group, or a state-owned enterprise, which seeks to make a profit (even if unsuccessfully).

Leverage of USAID resources is a key aspect of PPPs. In addition to cash, these partnerships benefit from the unique expertise and assets of the resource partners, allowing USAID to achieve results that it, or its project implementing partners, might not have achieved on their own. Resource partners can invest almost anything of measurable value in a partnership, including human capital, technology, market access, networks, intellectual property, and cash. A PPP is considered formed when there is a clear agreement to work together to achieve a common objective. There must be either a cash or significant in-kind contribution to the effort by both the public and the private entity. The collaboration between the different parties supports development objectives.

The three field projects in the ATB agriculture portfolio – AgriFUTURO, MYAP, and PARTI – carry out activities that, under this broad USAID definition, are considered as PPPs. For example, the International Rice Research Institute (IRRI) program in Nicoadala, Zambezia, is working to facilitate the creation of a seed village by community members at Muziva village that will be contracted as outgrowers through their producer cooperative to produce rice seed for a large rice mill near Nicoadala. Under this proposed initiative, IRRI will fund the investments that are required to improve the irrigation scheme that is located on farms controlled by the producer cooperative. The members of the cooperative will make in-kind investments to ensure the operation of the irrigation scheme, and will cultivate rice seed under irrigation to be sold by the participating farmers to the rice mill. The rice mill will purchase the seed produced by the cooperative members under a supply contract, and will invest in additional equipment as required to transport and condition the seed for planting. This planned activity is a PPP, which supports an expanded network for rice production and distribution for increased rural household income.

As another example, the MYAP implementation partners, as international NGOs, have channels for financial support from private sources that generate funds to support activities that complement their work under donor-funded initiatives, such as the MYAP program. In this regard, Adventist Development and Relief Agency

International (ADRA) has obtained external funding for a water well drilling machine that it uses to drill community wells to provide potable water for some of the communities that it supports under the MYAP program. This additional activity to provide potable water to beneficiary communities through external financing is a PPP activity that enhances the objectives of the MYAP program for community health and welfare.

While the MYAP and PARTI implementing partners engage in activities that can be categorized as PPPs, the role of PPPs in their implementation of these two projects is relatively minor. Neither of these two initiatives monitors the extent to which PPPs are created through program efforts, nor of their impact.

However, for the AgriFUTURO project, the use of PPPs is a key element of its project implementation, and these partnerships support the achievement of project objectives. AgriFUTURO's matching grants for equipment purchases by the private, agribusiness service clusters enhances their efforts to provide commercial equipment services to small and medium-scale farmers. This is an effective use of PPPs as a development tool.

The following is a specific example of how PPPs help the AgriFUTURO project achieve its objectives.

AgriFUTURO provided an equipment grant in the amount of $75,000 to Corridor Agro, the Nampula subsidiary of an international agricultural company, for the purchase of three farm tractors that are required to expand the company's outgrower program from 900 hectares to 3,000 hectares. Corridor Agro is in the process of contracting with 200 medium-size farmers for the production of yellow maize, sesame seed and mung beans; with each farmer producing an average of 15 hectares. The yellow maize will be produced for animal feed for local markets, and the sesame and mung beans will be exported. Thus, the PPP between AgriFUTURO and this private company, Corridor Agro, will result in increased agricultural sales by small farmers, and increased exports of agricultural products from Nampula. These contribute to AgriFUTURO's project objectives.

AgriFUTURO's development partnerships with this, and other private companies, provide increased agricultural sales and exports as well as important market outlets for project-assisted small farmers.

In addition to its AgriFUTURO grants, USAID has other sources of PPPs under under its program, i.e., partnerships with international private sector companies like Chiquita and Dole, partnerships with public organizations like Unilurion, as well as other partnerships with buyers and inputs suppliers.

Findings:

The following findings are based on the team's interviews with ATB implementation partners, interviews with AgriFUTURO grant recipients and ASCs, a review of PMP data, and information from the AgriFUTURO grant program.

1. PPPs are extensively used by AgriFUTURO under the project's grant mechanism. However, they have a relatively limited use by the MYAP and PARTI implementing partners.
2. The PPPs created through AgriFUTURO's grant mechanism increase the effectiveness of project implementation and contribute to project objectives.
3. Matching grants are a good means to implement PPPs under the ATB projects.
4. Leverage is a key element of PPPs implemented by AgriFUTURO under the ATB portfolio.

4.1.6 Effectiveness of ATB Approaches to Strengthen Linkages between Farmers and Other Supporting Organizations

What have been the most effective approaches utilized by ATB in strengthening linkages between research/extension/farmers, farmer's associations/cooperatives, agribusiness enterprises, and local service providers to achieve the desired results?

4.1.6.1 Linkages between research, extension, and farmers

Given the weakness in Mozambique's government and private extension, the international agricultural research centers that operate through the PARTI platform have taken on additional tasks for agricultural extension and, in so doing, have moved well beyond their original mandate for simply conducting agricultural research. These linkages support the transfer of agricultural technology. The following example shows how the expanded role

of the international agricultural research centers and the linkages that have been established between research and small farmers bring further benefits to smallholders.

The IITA works to transfer soybean and cowpea technologies produced under IITA research programs in Mozambique into the continued development of these crops. It selects promising varieties and conducts agronomic evaluations to determine the best agricultural practices for optimum production. IITA tests the seeds at its own test plots, and works with private farmers to conduct field testing under variety trials. It also provides seeds to IIAM for trials within its various research stations. IITA trains small farmers, NGO extension agents, and IIAM technicians on the production practices for these crops. It helps strengthen community-based seed systems by producing seed stock during one growing season, which it then distributes to the communities for seed multiplication during the following season. In addition, seeds produced by IITA are allocated for distribution to collaborating NGOs including all the MYAP implementing partners. It also allocates seeds for distribution through AgriFUTURO, TNS, and the large producer cooperative, IKURU. These NGOs and projects work with the leaders of farmer organizations to establish demonstration and variety selection plots within their associated groups. Notably, IITA distributes only limited quantities of seeds through private seed companies, in view of their limited scope and capabilities. Most of its improved seed (open-pollinated and hybrid) is distributed through NGOs to farmer organizations.

As shown by this example, the linkages with small farmers provided through the efforts of the IARCs are extremely important. However, the inherent weakness in these methods is that the dissemination of the new technologies such as improved seed that are provided to small farmers are largely dependent on the efforts of the IARCs themselves, or must be supported by collaborating NGOs and other donor projects. There are insufficient numbers of seed companies or input suppliers with adequate market coverage that could be called upon for an effective dissemination/commercialization of these technologies nationwide. This is an important limititation for higher adoption and impact of the IRCs/PARTI technologies. Moreover, the practice of many IARCs to provide improved seed free of cost to NGOs and farmer organizations for further distribution at no charge to small farmers is a dis-incentive to the further strengthening and expansion of networks of seed distributors.

Findings:

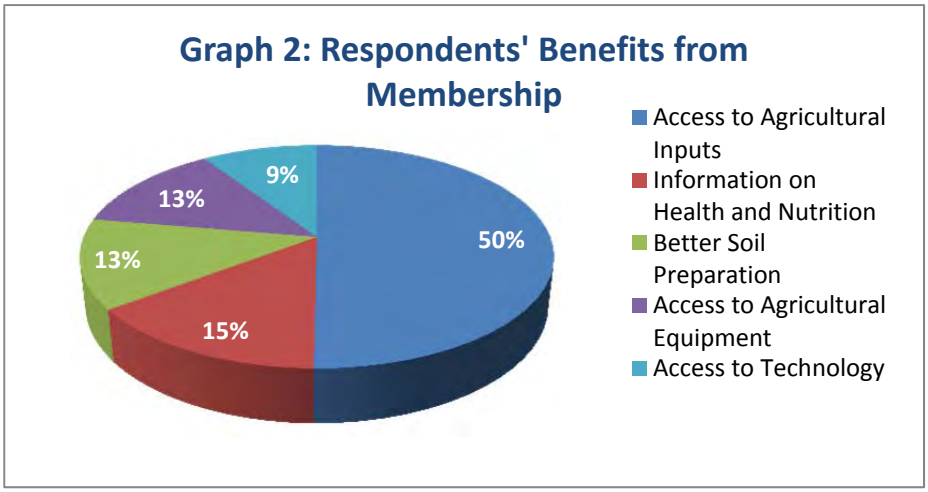
This finding was derived from focus group interviews, as well as interviews with PARTI implementing partners and IIAM, and interviews with agro-dealers.

1. In view of weak government and private extension, all IARCs operating through the PARTI platform provide extension and outreach services that benefits small farmers.

4.1.6.2 Linkages between farmers and farmer's associations/cooperatives

AgriFUTURO, as well as the MYAP implementation partners, work to link small farmers with producer organizations. The cornerstone of MYAP's project implementation strategy is the development and strengthening of producer organizations, including producer associations, fora, and cooperatives that are active in the project area. The MYAP partners work to organize small-scale producers into associations of approximately 25 members, and then expand these into larger units by bringing the associations together into unions composed of 10 or more associations. Project efforts to create and strengthen cooperatives have been considerably enhanced by the Cooperative Development Law that was passed in 2009. This law clarifies and simplifies the process of creating producer cooperatives as legal entities, and facilitates their operating as cooperative businesses. Essentially, cooperatives are legally authorized to conduct business activities, whereas producer associations are limited to social activities (although many conduct business informally). CLUSA, in its role as a sub-contractor with the SANA/MYAP program in Nampula, works to establish cooperatives as legal business entities and to strengthen them as institutions. AgriFUTURO conducts similar work for the legalization and strengthening of producer cooperatives on behalf of ADRA, one of the MYAP implementing partners in Zambezia. The work of training and developing producer organizations is a continuing requirement for the ATB field projects.

Once a farmer organization has been constituted as a legal entity, its members are entitled to all the rights and benefits of membership as specified by the law. Their membership in these organizations and their participation in member services is their means for linking with the farmers' organizations.



The HHS revealed that 22.9% (126/550)[9] of the responding households had become members of a farmer's association or cooperative as a result of the support provided through the USAID/ATB program. The respondents reported the following benefits from their membership (see Graph 2).

The HHS also revealed that only a very few small farmer households (6%, or 33/551) had been directly linked to external service providers or joined to another company or agribusiness as a result of the ATB projects' efforts[10]. Of this group, 78% (25/33) are attributed to ATB project efforts. This low (6%) rate is entirely reasonable, since linkages between small farmers and agribusiness enterprises are normally made through their producer organizations, and are not established directly between small farmers and the external agribusiness.

Findings:

These findings are based on focus group interviews, interviews with leaders of farmer organizations, and interviews with ATB project implementation partners.

1. The institutional capacity of project-supported farmer organizations is generally weak.
2. The ATB projects have created effective linkages between small farmers and farmer organizations.

4.1.6.3 Linkages between farmers and agribusiness enterprises and local service providers

The ATB implementing partners employ a value chain approach to create and strengthen business linkages between small farmers and other value chain actors. What this means is that the implementing partners work to establish commercial relationships between farmers and other agribusinesses that operate within the ATB-supported value chains. The ATB field projects help to create these linkages.

Since the MYAP implementing partners and the AgriFUTURO project serve the same farmer organizations in Nampula and northern Zambezia, these two projects collaborate to establish marketing linkages between project-supported producer organizations and the buyers of their members' products. AgriFUTURO's mandate is to create linkages between small farmer organizations and large agribusiness processors such as Corridor Agro, a large grain producer and exporter that sources much of its grain, pulses and cassava products through outgrower contracts with small farmers. This exporter provides a market outlet for small farmers who are members of the project-supported producer organizations. Similarly, the MYAP implementing partners have linked many of their farmer organizations such as maize suppliers to the World Food Program's Purchases for Progress (P4P) initiative that buys maize to supplement its stocks of emergency food aid that it distributes throughout Africa. MYAP also links its project-supported producer organizations with smaller, local buyers that operate in the project area, and helps the producers to meet their sales agreements.

[9] Of those who became members, 83.3% (105/126) were beneficiary households [83M (79%); 22F (21%)] and 16.7% were non-beneficiaries [11M (52.4%); 10F (47.6%)].

[10] These 33 households included 29 male-headed households (87.8%) and 4 female-headed households (12.2%).

The ATB projects support buyers such as Corridor Agro and the WFP to establish outgrower arrangements and other types of supply contracts and to assist the producer organizations to ensure that they are capable of meeting their supply commitments.

In locations such as Manica province that are outside the MYAP area, AgriFUTURO alone works to provide market linkages and production support to small farmers through their producer organizations. These projects also assist the producer organizations to obtain supplies of seed and other production inputs in preparation for each planting season.

AgriFUTURO uses its matching grants program as another means to link farmers with agribusiness processors and other service providers. For example, AgriFUTURO provided a grant to a private company, Agropecuario de Manica, for the construction of a processing plant to manufacture a low-cost, ready-to-eat food product made by extruding and cooking a combination of maize and soya grain into a cereal product. The manufacture of this food product, which is fortified with minerals and vitamins, not only supplies the local market with a low-cost, nutritious food, but also creates a market for small-scale producers of maize and soya in Manica.

The evaluation team has found these project-supported market linkages to be of critical importance to the long term sustainability of the assisted producer organizations. Without markets, these producer organizations have no business purpose and will not remain viable.

As a related issue, the team has determined that linkages between farmers and agricultural service providers within the ATB project area are extremely weak. The underlying problem is that demand for agricultural services, such as land preparation and transportation, and for agricultural inputs is extremely limited. The primary reason is because agricultural production has traditionally been for family subsistence and only recently has commercial agriculture begun to grow in importance. As a result, supply channels are under-developed with few options available for farmers to obtain agricultural inputs and services. For example, many farmers have to travel a considerable distance to larger cities to buy seed, fertilizer, and farm chemicals. Even in locations where the products are available, there is no guarantee of product quality, or of the most appropriate formulation of a chemical product to ensure that it will meet the farmer's needs. Thus, the supply of agricultural inputs and services is constrained by a reinforcing cycle of limited demand and the non-availability of suitable products. The best way to break this cycle is to support and encourage the creation of a network of small-scale suppliers of inputs and services who can serve the current needs of the different communities, and who can grow and expand with increasing demand. This is the essential element, and the vision of the USAID-funded AIMS project that has been carried out under the PARTI platform in number of districts in Manica and Nampula. Project services for agro-dealer strengthening and development should be expanded to include the entire Feed the Future coverage area. Support for agro-dealer networks could be effectively complemented by a fertilizer/seed voucher program similar to that funded by the EU for maize and rice farmers in Mozambique from 2009 – 2011, which was implemented by the International Fertilizer Development Center (IFDC).

Findings

This finding is based on the team's field observations, focus group interviews, and interviews with leaders of farmer organizations, ATB implementation partners, consolidators, marketers of agricultural products, and agro-dealers..

1. The greatest developmental impact is obtained by linking farmers through their producer organizations with reliable markets for their products. This is of critical importance and is a key factor in the long term sustainability of the producer organizations.
2. Linkages between farmers and suppliers of agricultural inputs and services are weak, as a result of weak input supply chains.

4.1.7 Effectiveness of ATB Interventions in Promoting Behavior Change

How effective have ATB's interventions in promoting behavior change in assisted communities been?

The MYAP program works to bring about behavior change within the assisted communities and small farmers groups. For example, the MYAP implementing partners encourage better nutrition and health for mothers and

children less than five years of age within the assisted communities, as well as the use of innovative agricultural practices for better crop yields by small farmers who are members of the project-supported producer organizations. The MYAP partners reinforce their efforts for behavior change through adult literacy training within the targeted groups.

MYAP agricultural technicians train farmers in improved agricultural practices through demonstration plots and farmer field schools. These technicians operate through farmer volunteers, with each technician working with approximately 15 volunteers. Each farmer volunteer trains other farmers, who are themselves required to train additional farmers. These volunteers provide important leverage to the work of the project technicians. The project works "on the ground" to increase the adoption of technology, including crop varieties, fertilization, and soil conservation. Over time, the uptake of fertilizer use and especially improved seeds has been increasing by the different farmers' groups, which has had a positive impact on crop yields. However, the uptake of input supplies is constrained by underdeveloped supply chains, high input prices, and the lack of understanding by farmers of the additional value that inputs can provide.

The MYAP implementing partners have identified a few priority crops that are supported by each partner for small farmer production in their respective project locations. Farmers are trained in the production technology for the targeted crops. For example, the focus of ADRA in Zambezia is on maize, ground nuts, cashews, and pigeon peas. In Cabo Delgado, Food for the Hungry (FH) has selected sesame, ground nuts, rice, cowpeas, and cashews as its targeted crops. The MYAP partners have also selected several high nutrient-value crops including orange flesh sweet potato (OFSP) that are promoted for consumption within their targeted communities.

The focus group meetings with farmers and community members (11 out of 20 beneficiaries groups), and the open-ended interviews with cooperative leaders confirmed to the evaluation team that positive behavior change has occurred in agricultural production and in health and nutrition practices as a result of the MYAP project interventions. Four farmers´groups in Tete and Manica provinces also reported improved yield and soil status as a result of conservation agriculture practices introduced by the AgriFUTURO project in Angonia and Barue districts, respectively. All focus group beneficiaries reported that conservation agricultural practices have been well received by small farmers as the most appropriate production model in light of the improved yields they have been obtained. They also recognize the importance of rotating food crop production with a legume crop to improve soil fertility and obtain better yields. Particularly important to the small farmers is the availability of good quality seed. Farmers see this as an important part of the support provided to them by the MYAP program.

PARTI partners CIMMYT, IFDC and IIAM have been heavily involved in promoting conservation agriculture and the evaluation of best practices with farmers. These PARTI partners have also analyzed reasons for low adoption rates of these improved practices that will serve to inform future USAID decision making.

The FGDs also revealed that the MYAP interventions changed human behavior towards diets, food preparation, personal hygiene, and household sanitation. For example, mothers say their children are healthier as a result of pre-natal control and better diets. One person in the FGDs credited his recovery from a severe illness to the highly nutritious food recipes that were provided by the MYAP health volunteers. Many of the households the team visited have latrines, shower rooms and kitchen sinks. They are clean and organized, especially when compared to households in communities outside the project area. Hand washing is a common practice, and "tip-tap" wash units are commonly used. Those interviewed said they have fewer illnesses due to better sanitation and preventative health.

Findings:

These findings are based on focus group interviews with small farmers and community members, the HHS, and interviews with leaders of farmer organizations and ATB implementation partners.

1. Project interventions have changed human behavior within the assisted communities for nutrition, hygiene, and household sanitation.
2. Farmers have adopted agriculture technologies that incorporate improved cultivation methods using conservation agriculture for crop diversification and increased production.

4.1.8 Effectiveness of ATB Interventions in Promoting Agricultural Sector Policy Reforms

Have agriculture sector policy reforms occurred due to ATB interventions?

Three ATB projects work to support agricultural sector policy reform: AgriFUTURO, SPEED, and MSU[11]. The Enabling Environment component of AgriFUTURO focuses primarily on those policy issues that have a direct impact on its targeted value chains. AgriFUTURO conducts analyses of the policy problems and issues that confront its value chains and advocates for corrective action by the government, normally by working through MINAG. AgriFuturo also supports broader policy issues related to increased competitiveness and investment in agriculture for Mozambique, such as the Grow Africa Initiative.

The SPEED project considers itself to be a quick-response unit for conducting policy analyses and developing position papers on recommended policy action to support USAID and its implementation partners on a broad range of economic issues. A priority activity of SPEED is to help improve Mozambique's business environment in order for the country to obtain greater recognition as a favorable investment location and to increase its standing in the World Bank's *Doing Business* indicators. While the work of the SPEED project covers a much broader area than the agriculture sector, it has provided important support to the Ministry of Agriculture through its analyses and recommendations related to the strategy and planning for the recent Comprehensive Africa Agriculture Development Program Compact (CAADP), and the related CAADP Investment Plan. The SPEED project is also providing an Embedded Advisor within the Ministry of Agriculture who directly advises the Minister on high-level policy issues related to CAADP, as well as other international programs for agricultural development such as Grow Africa.

Policy support by MSU is provided directly to its main constituent, the Directorate of Economics (DE) at the MINAG. Its efforts are focused on important issues that affect the agricultural sector. Similar to the SPEED project, MSU has supported MINAG in its discussions leading up to the successful CAADP agreement, and is helping it to complete the pending Investment Plan. In addition, MSU provides analyses and recommendations to MINAG on different agricultural policy issues that affect the enabling environment for agriculture.

Several important initiatives by these projects have resulted in recent policy reforms:

1. CLUSA, one of the implementing partners for the AgriFUTURO project, provided extensive support to the new Cooperative Law that was enacted in 2009. This law is making it easier to create cooperative businesses and is providing substantial long term benefits to cooperative development in Mozambique.
2. MSU opposed the imposition of a tax on leaf tobacco exports that would have resulted in an effective monopoly for tobacco purchases by a cigarette manufacturer that purchases leaf tobacco from small farmers. These efforts by MSU were successful.
3. SPEED and MSU collaborated to perform "damage control" related to an unfortunate policy that was recently imposed by the Central Bank, which required agricultural exporters to immediately convert foreign exchange earnings into local currency. As a result of their considerable efforts, the policy was softened to require the conversion of only 50% of export earnings after a period of 90 days. Qualitatively, the impact of this work has been twofold: 1) exporting companies were able to keep 50% of export earnings in their bank accounts, enabling them to pay for imports and debt service without being affected by currency risk and fluctuation; and 2) additional amounts of US dollars have been brought into the banking sector which improved (i) international reserves with the central bank, (ii) the supply of foreign exchange into the financial system, and (iii) the contribution to exchange rate appreciation and reduced pressure on domestic prices.
4. SPEED and AgriFUTURO are collaborating to bring about a modification of the value added tax (VAT) policy that affects the sale of agricultural products. In general, agricultural inputs and agricultural production are exempt from VAT taxes, but importers face considerable difficulty for the recovery of VAT taxes that are charged when agricultural inputs are imported. Another problem is that small farmers do not have a tax number and therefore cannot issue a purchase receipt to buyers of their products, which requires that the buyers pay the VAT tax on small farmer purchases since they cannot justify the

[11] The International Food Policy Research Instutute (IFPRI) has, in the past supported USAID's policy agenda but it is not part of this evaluation.

exemption. These issues are being reviewed by a task force spearheaded by CTA that includes representatives from the tax authority and agribusiness. These issues are expected to be resolved during the year 2013.

A number of policy initiatives are presently underway by these three projects that, when successfully concluded, can potentially have a substantial impact on the enabling environment for Mozambique's agricultural sector. A summary of these is as follows:

1. The AgriFUTURO project works to mitigate the effect of fruit flies on international fruit exports from Mozambique. AgriFUTURO supports the Ministry of Agriculture's ongoing efforts to monitor and track the incidence of fruit flies in central and northern Mozambique, with particular emphasis on green banana exports to neighboring countries. The successful conclusion of these ongoing studies should confirm that banana exports from Mozambique are not a threat to nearby countries, and lead to the re-opening of borders for the export of fresh fruit from Mozambique to southern Africa.
2. AgriFUTURO is also working to improve the transport logistics and port efficiency within the Beira and Nacala development corridors. The combination of inefficient ports, poor roads, inadequate rail transport and inefficient border crossings with neighboring countries severely reduces the competitiveness of agribusinesses that operate within these two development corridors. Improved transport logistics and port operations would reduce the time and cost of importing and exporting agricultural products through these corridors and make corridor agribusinesses more competitive. This analysis is being conducted by AgriFUTURO in collaboration with the USAID-supported Southern Africa Trade Hub in Gabarone, Botswana. Upon completion, the analysis will provide specific recommendations on measures to improve the operating efficiency at Beira and Nacala ports, and the movement of goods through the two corridors. SPEED is collaborating with this initiative by analyzing the port regulations that constrain the movement of goods through the Nacala and Beira ports.
3. The MSU project has been pivotal in the conception and advocacy for the creation of a center for agricultural policy research at Eduardo Mondlane University (UEM). The concept of this center, which will be known as the Agricultural Policy Research Center (CEPPAG), has been presented to the University Council for approval. As CEPPAG nears final approval from the UEM Council, it will need to establish a work plan and a budget and develop operational procedures that will allow it to quickly become productive and attract the support of the government, civil society, private sector, and donors. MSU is now facilitating workshops that bring together researchers from other policy research centers in the region, with the goal of establishing a network of similar centers.
4. MSU has prepared a watershed analysis on cassava as a low-cost food crop for food security, as well as a highly promising commercial crop for small farmers. Given cassava's (manioc's) high yields and relatively low market price, the cost of cassava in Mozambique's northern cassava belt averages about 55% of the cost of wheat and 60% of the cost of maize, which makes it attractive to private firms that are currently experimenting with cassava-based biofuels, composite flour baked goods, cassava beer, and packaged prepared foods using cassava roots and leaves. Marketed volumes of cassava increase during drought years, which enable urban households to obtain cassava as a substitute for maize during periods of low supply. Because cassava commercialization in Mozambique remains in its formative stages, strategic investment in a set of key public goods for cassava development can help to shape this transition in ways that benefit both commercial interests and the food security of vulnerable households.
5. The SPEED project has identified the strong appreciation of the Metical exchange rate as a critical challenge to Mozambique's continued economic growth. The exchange rate has been appreciating in real terms since 1995 primarily as a result of mining exports, and SPEED has analyzed its economic impact. SPEED proposes the creation of a sovereign wealth fund to mitigate further appreciation of the Metical and its negative impact on reducing domestic competitiveness. SPEED has helped concentrate economic thinking in Mozambique on the revenue boom from extractive industries and its impact. It also led to a broad acceptance of the concept of sovereign funds to manage the large amount of incoming revenues and exchange rate appreciation.

Findings:

These findings are based on interviews with the implementing partners for the ATB policy projects and their counterpart organizations (MINAG; IIAM).

1. Despite having different (non-conflicting) objectives, constituents, and implementation methods, the three ATB policy projects support an improved business environment in Mozambique.
2. Actual policy change is slow due to the difficult policy environment in Mozambique.

4.1.9 Effectiveness of ATB Agricultural Activities in Including Gender in Project Design and Implementation

To what extent have ATB's agriculture activities been effective in including gender in design and implementation?

It is well understood that when women have more access to and control over agricultural assets and decision making, family outcomes in terms of food security and health are improved. As a result, it is important to promote gender equality in development projects so that both men and women have an equal opportunity to benefit from and contribute to economic, social, cultural, and political development. If gender concerns are not integrated into a project design stage, it is unlikely that gender concerns will be included or addressed later on in the project cycle. This means that the people involved in the project programming process need to take into consideration: a) how the different roles, responsibilities, and status of women and men affect the work of the project; and b) how the expected project results will affect women and men differently. Addressing these questions takes into account not only the different roles of men and women, but also the relationship between and among men and women and the broader institutional and social structures that support them.

None of the projects included in the ATB portfolio were designed with a specific gender requirement, but they actively promote the involvement by females in project activities. They especially encourage female participation and leadership in producer organizations that are supported by the projects. Gender concerns are present, but have not been built into the ATB project portfolio design.

From the HHS it is possible to determine the division of household labor based on gender. Not surprisingly, a total of 92.5% of the responding households said that females are engaged in work in agriculture. However, the survey also determined that females in 10.6% of the responding households also perform paid work in the community. In terms of the commercialization of agricultural products, 79.9% of the responding households reported that females harvest the products and turn them over to the men for marketing.

Furthermore, the survey revealed that in 48% of the responding households, men alone decide on household expenditures, whereas in 20% of the households, females alone decide on the expenditures for household income. In 32% of the households, women and men jointly decide on income expenditures. In other words, females are involved in more than half (52%) of the decision-making related to expenditures. Table 7 shows the level of female participation in household decision making.

Table 7: Participation of Females in Household Decision Making for Income Expenditures

	Only Males Decide	Only Females Decide	Both Decide	Total
Number of Households	262	110	176	548
Percent of Households	48%	20%	32%	100%

Based on information provided to the evaluation team by the MYAP/SANA program staff in Nampula province, within the project-assisted producer organizations, females account for around 40% of members and approximately 25% of leadership positions. When the MYAP/SANA program was initiated in Nampula, female participation in producer organizations was around 33% of the total membership, and has since steadily increased. The project does not engage in "affirmative action" programs to incorporate women; instead, the participation by women is the result of a process of natural selection and encouragement.

The percentage of female participants in MYAP/SANA project activities has now reached a peak level of around 43%. However, there is concern by project management that pushing for greater female participation would be detrimental to women since it adds to their workload. The additional duties related to their

participation in farmer organizations could substantially reduce their time available for child care and other family responsibilities. Consequently, the project is attempting to strike a balance between female development and workload, particularly during pregnancy and during the period when children are very young. Despite these concerns, in some project locations near the coastline where fishing is a main source of livelihood and is carried out primarily by males, females have greater participation – up to 51% - in project activities.

MYAP/SANA promotes and encourages the participation of women in leadership positions in the farmer organizations, and encourages communities to recognize those female members who are effective participants and "quick learners."

In those communities where MYAP/SANA has supported the creation of village groups for mutual savings and loans, the participation of males and females is approximately equal, with each at around 50%. Within the project-supported mother's groups for nutrition behavior change, the participation is around 75% female and 25% male. In effect, in light of the unexpectedly high participation in the nutrition groups by males, the project has changed the name of these groups from "mother's groups" to "parent's groups."

Within the MYAP program activity carried out by the implementation partner World Vision in Zambezia, a recent survey showed that 60% of those participating in program activities are women. Similar to the MYAP implementation partners in Nampula, females are encouraged to assume positions of leadership in the farmer organizations that are supported by the program. Females hold leadership positions in around 25% of the MYAP-supported organizations in Zambezia.

The team found that within local communities, females tend to participate in health and nutrition groups, whereas male involvement is more likely in agriculture marketing groups, where money is available from the sale of agricultural products. In some socially conservative locations, particularly in Northern Mozambique, female participation is heavily influenced by social norms. In these areas, most of the females that participate in the project tend to be unattached: that is, widowed or divorced. The team found that women and men participate equally in literacy programs that are sponsored by the different projects. Furthermore, in most cases, there is a strong preference for women to manage the finances of the producer organizations, since they are considered more reliable and trustworthy in financial management than are males.

Since most of the AgriFUTURO project beneficiaries are the same producer organizations that are served by the MYAP implementing partners, its experience in terms of gender is similar to that described for MYAP. No particular gender requirements were built into the design of the AgriFUTURO project. AgriFUTURO encourages the farmer-owned service centers to bring in more females as association members, and it encourages the privately-owned agribusiness service clusters to bring more females into their programs of emerging farmers.

The international agricultural research centers that work through the PARTI research platform to involve small farmers in their field research program on new crop varieties recruit the small farmers who participate in its demonstrations and training plots without regard to gender. Participation by the small farmers is based solely on the location of their farms, as well as the willingness and abilities of farmers to participate in the research program. Gender is not a factor in participant selection. However, IITA and CIP nutrition and agro-processing trainings specifically address women's needs. These partners seek gender balanced participation in training programs and specifically target female participation in them.

Gender Monitoring by ATB Projects

With USAID/Mozambique's adoption of the Feed the Future (FtF) development strategy, the performance measurement indicators that are monitored under FtF have been merged with the previous indicators used by USAID/ATB to monitor the continued progress of its agriculture portfolio. The combined performance monitoring plan specifies a limited number of indicators that must be dis-aggregated by gender, as shown by the following list:

a. Number of jobs created (m-f)
b. Percent of children with minimum acceptable diets (m-f)
c. Amount of financing mobilized (m-f)
d. Number of households benefiting from USG interventions (m-f)

e. Number of people that have received agriculture or food security training (m-f)
f. Number of farmers/others who have applied new technology with USG assistance (m-f)

Findings:

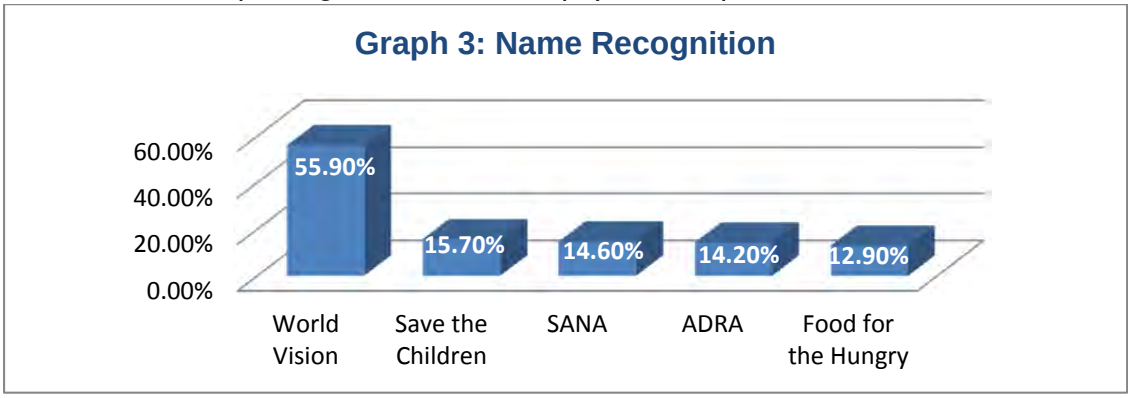
The following findings are based on focus group interviews, a review of PMP data, interviews with leaders of producer organizations, the HHS, and interviews with ATB implementing partners.

1. While none of the ATB projects has a specific gender requirement, they strongly support female participation and leadership within the groups that receive project support.
2. In general, in the ATB projects, females tend to focus on group activities related to nutrition and health, whereas males tend to be more involved in the marketing of farm products.
3. Female participation in ATB project-sponsored activities is heavily influenced by social norms and family responsibilities.
4. Females participate equally with males in ATB project-supported literacy programs.
5. In general, females are preferred by ATB-supported producer groups for handling finances.
6. Females are involved in more than half (52%) of household expenditure decisions.

4.1.10 General Findings on ATB Program Effectiveness

The evaluation team found a number of general project implementation issues that have affected the performance of the different ATB projects. This section provides a summary of the main issues. These findings are based on the HHS, interviews with leaders of producer organizations as well as emerging farmers, grant recipients, project counterparts at IIAM, MINAG and implementing partners; and a review of PMP data.

1. The HHS revealed that 82.4% of the responding households are aware of USAID agricultural programs in the project areas. The implementing partners and/or development programs with the greatest name recognition within the responding households are displayed in Graph 3, below.



2. As determined by the survey, 41.5% (200/480) of the responding households have benefited from the ATB projects[12]. The benefits that were mentioned most by the responding households are shown in the following table, disaggregated by the gender of the respondents. Over one-half of the households (56.2%) found the support to be easily accessible.

Table 8: Household Responses Related to Benefits Obtained from ATB Projects

Type of ATB Project Benefit Mentioned by Responding Households	Percent of Responding Households Mentioning Benefit	Gender of Responding Households that Mentioned Benefit		
		Male-headed Households	Female-headed Households	Total
Access to agricultural inputs	81.8%	82.2%	17.8%	100%

[12] This corresponds to 159 (79.5%) male-headed households and 41(20.5%) female-headed households.

Table 8: Household Responses Related to Benefits Obtained from ATB Projects				
Type of ATB Project Benefit Mentioned by Responding Households	**Percent of Responding Households Mentioning Benefit**	**Gender of Responding Households that Mentioned Benefit**		
		Male-headed Households	**Female-headed Households**	**Total**
Access to tools and implements	34.7%	72.8%	17.2%	100%
Training in production practices	30.7%	82.2%	17.8%	100%
Training in nutrition	22.1%	71.1%	28.9%	100%
Access to technology	14.4%	86.2%	13.8%	100%
Access to markets	11.3%	91.3%	8.4%	100%
Project support easily accessible	56.2%	83.5%	16.5%	100%

3. The MYAP program is carried out over large geographical areas yet with limited coverage of beneficiary populations within the targeted areas. This is an issue related to the breadth versus depth of coverage that was designed into the project. The targeted areas for the MYAP program are large districts, but actual project beneficiary coverage is estimated by the implementing partners at only 7% - 10% of the total population within these districts.
4. The MYAP program was originally scheduled for five years. After the project began, its life was initially reduced to three years and a key credit component was eliminated from the modified project. Since that time, the project has been increased incrementally back to a five-year life and in some cases, for a period greater than five years through the use of no-cost contract extensions for some implementing partners. While these changes in project life may have been necessary at the time, they have affected the project's forward momentum and its general effectiveness.
5. Mid-course adjustments to USAID's development strategy have caused major changes in AgriFUTURO project implementation. As a result of the Mission's shift to its Feed the Future strategy, the project has placed greater emphasis on small farmer producer organizations; its work with two value chains – maize and commercial forestry - was suspended, and an additional value chain for pulses was added to its portfolio; the project's support to agribusinesses in Tete and Niassa provinces was suspended, and its geographical coverage was consolidated into Manica, Zambezia, and Nampula. Furthermore, the AgriFUTURO performance monitoring plan had to be modified with the change in strategy, which, according to the project's Monitoring and Evaluation staff required an effort of six months to complete.
6. AgriFUTURO's policy for reporting performance under its PMP is to attribute the achievement of project indicators to its assistance, without regard to the type of assistance provided. In other words, if AgriFUTURO provides any assistance to an organization, the project collects data from that organization on its contribution to project PMP indicators. For example, AgriFUTURO assists cashew exporters to obtain international Hazard Analysis and Critical Control Point (HACCP) certification of their manufacturing processes and routinely collects PMP data on the volume and value of exports by the assisted companies, even though HACCP certification has not yet been obtained by any of the project-assisted manufacturing plants. USAID has approved this practice.
7. During the team's interviews with the recipients of the AgriFUTURO equipment grants, we found that none of the grant recipients was satisfied with the approvals and awards process for the grants due to delays, excessive administrative requirements and overly complicated procedures. In several cases, an entire season's production was foregone, along with the corresponding amount of income, by the recipients due to the lengthy delays in awarding the grants. One person in Manica informed the team that he had waited for three years to obtain equipment provided to him under an AgriFUTURO grant.
8. AgriFUTURO is responsible to serve as an "honest broker" to resolve conflicts and to mediate differences between project-sponsored ASCs and the small- and medium-scale farmers who serve as outgrowers for the larger companies. During the evaluation, the team became aware of continuing, unresolved conflicts

between small producers and one ASC in Manica, and between a second group of small producers and another ASC in Nampula[13].

9. MSU's policy analyses and technical reports are highly professional and technically sound. However, the team has found that for greater impact, it should expand the dissemination of its results through information sharing, workshops, and seminars, and reinforce its policy analyses with greater advocacy.
10. USAID/Mozambique and EMBRAPA/Brazil are collaborating to strengthen the capacity of IIAM to produce and deliver agricultural technology. Through this association, the PARTI project was created as a research platform within IIAM that provides a forum for the exchange of ideas and creates synergies between the different IARCs that are involved in the project. The purpose of the research platform is to integrate research efforts carried out by different organizations and to strengthen the research center.
    Based on the evaluation team's interviews with current, as well as past management of IIAM and USAID technical staff and the Platform Management Unit (PMU), the team has found the PMU's role to be primarily that of coordinating research activities carried out by the IARCs. Unfortunately, the PMU is not providing the dynamic leadership that is needed to strengthen IIAM as an institution, nor is it fulfilling its potential to serve in a senior advisory capacity to IIAM management.

4.1.11 Conclusions on Effectiveness of the ATB Projects

The following are the evaluation team's conclusions on the effectiveness of the ATB projects:

1. Conservation agriculture is a highly promising method to improve small farmer yields and food security, but commercial production requires advanced delivery mechanisms for input supplies, demand-driven markets, market linkages, and the availability of finance.
2. The international agricultural research centers are very effective for new technology development but their impact is limited due to weak government and private extension services, and weak input supply channels, which limit uptake.
3. The ATB projects have helped to increase small farmer sales through product consolidation and market linkages.
4. The ATB project support for simple, low cost on-farm storage has proven to be an effective means to improve food security.
5. MYAP is an effective program for food security, with strong linkage between agriculture and nutrition a key project element. The program has helped producers to increase crop yields, diversify their crop production, and increase product sales. It has helped community organizations to improve health and nutrition practices.
6. The lack of credit for agricultural production and marketing is a major problem that has not been effectively addressed by the ATB projects.
7. The micro-lending programs carried out by Banco Oportunidade are an important pioneering effort that merits further support.
8. PPPs created by AgriFUTURO under its grant mechanism are an effective means to leverage ATB resources and activities. These agreements help to provide increased sales by small farmers and increased agricultural exports.
9. The ability of ATB project-supported producer organizations to link with available markets and to consolidate their members' products for joint marketing is a key element of the success of these organizations and their long term sustainability.

[13] In Manica, a group of emerging farmers organized by AgriFUTURO was contracted by the ASC, Phoenix Seed, as outgrowers during the 2011-2012 production season. Although this farming venture failed, the farmers claim that they were charged for farm inputs that were never received from the ASC, and that the farmers were never credited for the value of the inputs that were returned to supplier after the farming venture collapsed. In Nampula, the farmers who are members of the Ussokana Agricultural Cooperative located at Nacololo, Monapo, Nampula, were linked by AgriFUTURO as outgrowers to Corredor Agro. The farmers claim that Corredor Agro did not pay the contracted amount for the products they delivered to the company, and they never received a liquidation in either Portuguese or their local language that reconciled the amounts they were owed. The farmers state they requested AgriFUTURO's follow-up to resolve the conflict with the ASC, but never received a response.

10. An important aspect of ATB project implementation is the creation of farmer-owned businesses that can operate on a stand-alone basis to provide member services including product consolidation, joint marketing, and the facilitation of marketing credit for their members.
11. The MYAP program has brought about positive behavior change in terms agricultural technology adoption and improved health and nutrition practices.
12. The ATB policy projects have helped to bring about important and far-reaching policy change in Mozambique. The most important of these are the CAADP Compact and Investment Plan, and the Cooperative Law.
13. Gender was not a criterion for ATB project design

4.1.12 Recommendations on the Effectiveness of ATB Projects

1. It is recommended that USAID continue to support agriculture linked to nutrition as key elements of food security.
2. It is recommended that USAID expand its initiative to develop and strengthen agro dealers throughout the ATB project areas. This would include continuing support for agro-dealers similar to that provided by IFDC under the AIMS project, reinforced by a voucher program that was implemented by IFDC under the EU-funded program from 2009-2011.
3. It is recommended that AgriFUTURO re-open the issues related to grower-ASC conflicts in Manica and Nampula to verify fair treatment of the small and medium-scale farmers, and to inform the concerned parties of the final results[14].
4. It is recommended that USAID expand its support to micro-lending to small farmers through targeted loan guarantees to micro-finance institutions[15]. Nevertheless, caution should be exerted in the selection of the producer associations as to ensure their readiness to commit to the conditions of the loan. Rain-fed production systems entail higher risk levels that must be considered before loans are disbursed to ensure farmers are able to repay on time.
5. It is recommended that USAID enhance its DCA loan guarantee program by facilitating additional training of agricultural borrowers and training in agro-lending for DCA loan officers, leading to a greater awareness and understanding of the other party's requirements and better communications between the borrowers and those providing the loans.
6. It is recommended that the future design of USAID food security programs such as MYAP carefully consider the negative effects and inefficiency of requiring extensive geographical coverage that impacts only a small percentage of the population.
7. As new projects are added to the ATB portfolio, USAID should specify the key indicators to be monitored by each project to facilitate comparative analysis and to determine impact. Future project interventions with multiple implementation partners should define common PMP indicators to monitor progress, thus allowing for comparisons of performance and assessments of impact. Project design should also include data collection for a baseline assessment of project indicators. This is critical for sound monitoring and evaluation procedures, thus ensuring performance based management for the project. Non-beneficiary control groups should be used as the basis for comparing project impact.
8. It is recommended that MSU engage in greater dissemination of its research findings and stronger advocacy of its policy recommendations by the increased use of information seminars, workshops, and discussion

[14] In view of the passions involved, it is recommended that an independent third party be engaged to interview the three groups involved in each dispute (producers, ASCs, and AgriFUTURO), to analyze the facts, including the payments that have already been made to the producers, and to conduct an assessment to determine if a fair and just settlement was made to the affected producers. If, with the support of this mediator the three parties cannot reach an agreement, USAID should make a final determination of the outcome. In any event, the outcome should be clearly explained to all the concerned parties.

[15] The model for this targeted guarantee could be the earlier IFDC loan guarantee program with Banco Oportunidade that was carried out under its Mozambique Agro-dealer Development Project (MADD) in support of agro-dealers with funding by the Alliance for a Green Revolution in Africa. These consisted of relatively small loan portfolio amounts that were guaranteed ($100,000 - $200,000) targeted on a specific category of clients (agro-dealers).

groups. These activities would supplement its current practice of posting the results of its research on its website.

9. It is recommended that MYAP and AgriFUTURO projects intensify their training of cooperative leaders in administration and management over the remaining project life.
10. It is recommended that USAID engage in dialogue with IIAM to expand the role of the PARTI management unit as a force for IIAM institutional strengthening. The management unit should be strengthened to provide increased support to IIAM for strategic planning and operating policies, and in defining the research agenda. It should also serve in an advisory capacity to IIAM senior management.
11. It is recommended that for future USAID/ATB projects, project designs incorporate proactive measures to enhance gender equality. This could be accomplished through fairly simple measures such as by setting a goal that individual females are provided a proportionally greater share of project resources, in an amount of, say, 50%, than their male counterparts. For example, female entrepreneurs could be provided greater amounts of training and business mentoring than their male counterparts. Female entrepreneurs could be given greater priority for project grants than males, with increased funding limitations.

4.2 IMPACT

To what extent did ATB interventions contribute to a change in the status of food security, nutrition, and rural income growth of communities where interventions were implemented?

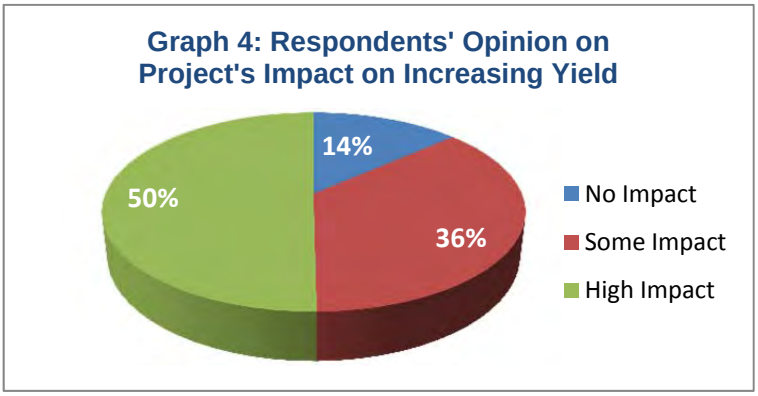
The ATB projects focus on agriculture production, research, nutrition, health, water and sanitation, as well as policy and advocacy interventions. This section will describe the changes in the status of food security, nutrition, and rural income growth as a result of project interventions.

It is important to understand that the information on production, health, and nutrition presented in this section was self-reported by farmers, which was collected through the FGDs and the HHS by the evaluation team.

4.2.1 Impact on Food Security by ATB Interventions

All the participants in the FGDs that were conducted by the evaluation team (a total of 24 groups; 20 groups of beneficiaries and 4 groups of non-beneficiaries) agreed that the agricultural practices taught by the ATB projects, along with the introduction of new seed varieties were the main contributors to the increases in production yield per hectare that had been achieved by the farmers. Also, access to seed varieties that are resistant to drought, which were obtained through the seed banks created by many farmers' associations have also enabled farmers to obtain better production yields.

The HHS made an inquiry on the perceptions of the ATB beneficiaries as to the impact of project activities on increases in production yield (question C.4.1, Annex V). The survey results showed that of the 578 surveys, 267 respondents felt capable of answering the question. Their answers are shown in Graph 4 on the left.



While an increased crop yield per hectare was an important element of food security, the increased ability of the farmers to manage the use of their crops after harvest was an even more important factor. Farmers mentioned that what they learned from the project on how to correctly decide on the proportion of the grain crop to use for household food consumption, the amount of grain held back to use as seed during the next planting season, and the proportion of grain traded, were the most important lessons they learned in terms of food security. The reason for their importance was that previously, farmers would succumb to pressure from traders to sell almost the entire amount of their crop production immediately after harvest, which left the household with only a small amount in reserve available for household consumption and

for seed. Afterwards, when the family's supply of grain was depleted, the farmer would have to buy grain from the traders for food and for seed, and as a result many times the household would go hungry for several days.

The proportion of the crop stored for food consumption, used as seed, and sold to traders varies somewhat according to the size of the family and in reaction to market prices. Nevertheless, all the farmers reported that they now hold the greatest share of their crop for household consumption, in a proportion normally greater than half the amount produced. This provides a sufficient quantity of food to last for five to seven months. In addition, farmers mentioned the importance of better storage facilities as a major factor contributing to their ability to hold grains for several months for food consumption and seed. Before the farmers had access to improved storage, their grains were destroyed by rodents, or by fungi brought on by humid storage conditions. Thus, farmers were not motivated to store much of their production and preferred to sell their crops immediately after harvest because much of the crop would invariably be lost due to poor storage conditions. These pictures show earlier storage methods for maize and bean seed..

Traditional Form of Storing Grains in Dried Grass Bundles or Hanging to Dry

Traditionally, farmers store their maize and bean seed in clay pots with ashes and dried chili peppers to protect the seed from damage by rodents and fungi. In locations where support for improved storage is being provided by the MYAP program, farmers are building Gorongosa silos at their homes. In addition, tin silos are being distributed to farmer associations and fora in Nampula by the MYAP/SANA implementing partners. The use of the Gorongosa silo was mentioned by the beneficiaries of both the MYAP and AgriFUTURO projects.

Tin silos used for storing grain by farmers

Gorongosa silo

Farmers report that the Gorongosa silos can store up to one ton of cereal while the tin silo can store between 900 and 950 kilograms. With both silos, they reported that the grain crops are well kept with no loss of quality[16]. The silos enable farmers to store their food grains for the entire period between seasonal rains, and to sell some amount of grain throughout the year for cash income.

Twenty (of 24) groups of farmers reported to the evaluation team that the ATB projects have contributed to the introduction of new varieties of well-known crops, and have also introduced new crops. Grain crops including sesame and soya, and vegetable crops such as green peppers, green beans, leafy vegetables and carrots are crops that have been introduced by the projects. Previously, these crops were hardly ever

[16] The silos are designed to hold standard amounts of maize grain, as described here. The tin silos are prefabricated, whereas the Gorongosa silo is normally constructed on site using mostly indigenous materials. The nomenclature of the silos ("Gorongosa" or "tin") refers to the silo design and the materials used in its construction. Both silos are promoted by ATB.

cultivated in the project intervention areas and their products were almost never consumed. The limited access to seed and the lack knowledge of markets for soya and sesame, as well as not knowing how to prepare the vegetables were the main reasons mentioned for not cultivating these crops. The ATB projects have provided this knowledge and have also linked farmers to markets for these products, as well as to sources of seed required for crop production. Thus the projects have enabled the farmers not only to produce new crops for commercial sale but also for household consumption.

Findings:

These findings are based on focus group interviews, interviews with the ATB implementing partners, and IIAM officials.

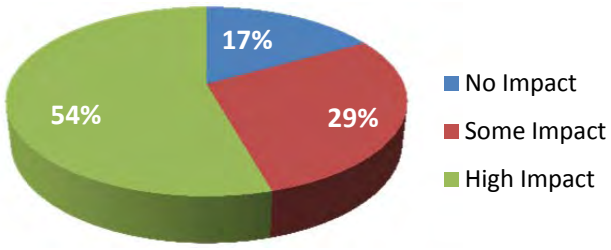
1. Agricultural practices taught by the ATB projects, along with the introduction of new, drought resistent seed varieties are the main contributors to the increases in production yield per hectare that has been achieved by the farmers.
2. The introduction of new, diversified crops by the ATB projects has enhanced food security by providing income opportunities and nutritious food products.

4.2.2 Impact on Nutrition by ATB Interventions

All the ATB projects work to enhance food security through increased agricultural production of food crops and cash crops, as well as the introduction of new crops such as soya, groundnuts, and sesame that are primarily commercial crops but can also be used as a source of food. However, only the MYAP program partners emphasize nutrition as an element of food security.

The HHS made an inquiry into the perceptions of the ATB beneficiaries as to the impact of project activities on improved nutrition status by family members. The results are shown in Graph 5, on the left. The integration of nutrition into the MYAP program has created a strong link between agricultural production and consumption. As described earlier, small farmers reported that previously, they sold the greatest proportion of their crop production immediately after harvest. They report that now, after having learned new recipes and food preparation techniques on the new food crops they grow, their consumption of healthy foods has increased. Beneficiaries report having more nutritious and balanced diets. The focus groups reported that fruits such as banana, papaya, and mangoes were consumed regularly between their main meals by all household members.

Graph 5: Respondent's Opinion on Project's Impact on Nutrition Status



Respondents in 11 of 20 FGDs with beneficiaries showed a good understanding of the importance of consuming balanced meals (non-beneficiary groups did not understand this concept)[17]. The MYAP program has taught the community groups to seek to include four different food groups in their diets:

1. Foods that give them strength
2. Fatty foods
3. Foods that help protect the body against sicknesses
4. Foods that help their children to grow

Testimonials by Community Members on Dietary Habits

"Before, we used to boil cassava leaves, mix the leaves with ashes to give some salty taste and then eat the mixture with cassava flour. Today, we know that we need to first wash the leaves and then prepare them with groundnuts or with coconut if available, then add stock, and the end result is very tasty."

"Before, beans would be boiled and eaten without any condiment added. Today coconut and vegetables like carrots, green peppers, onions and tomatoes are added to the beans. This makes a 'panela colorida' – a colorful pot".

Focus group discussions, Nicuadala, Ille, Monapo (MYAP program)

[17] Four groups of beneficiaries reported that they had not been taught any nutrition practices.

The new recipes have enabled household members, especially women to learn how to make new food products. The most important of these are: a) soya milk and cakes (fiosos); b) roasted sesame seed; c) cowpea cakes (bagias); d) enriched porridge; and e) cassava chips/stew with the adoption and use of new recipes and cooking methods.

Water and sanitation is also linked to nutrition, which is a critical component of the MYAP program. All the beneficiary communities reported living in filthy houses, and washing dishes and cooking in the same floor where they defecated/using the same water basisn to wash their hands and to collect water, not boiling water, always having a household member with diarrhea and/malaria before the MYAP intervention. When asked what has changed and how one could differentiate their houses from those communities which did not benefit from the project intervention, the following were mentioned most frequently: a) Families have built latrines and showers for their homes; b) households have installed "tip-taps" – a water reservoir that tilts for hand washing; c) wooden kitchen sinks have been constructed for dish washing; d) the families use mosquito nets for sleeping; e) yards and space around the homes are kept clean; and f) personal hygiene and sanitation has improved for family members who now shower more often and use clean clothes.

Of the 4 non-beneficiaries groups interviewed, 2 groups (Memba and Erati districts) had benefited from other projects interventions in water and sanitations (an EU-funded project and a project implemented by Care in 2009 and in 2012 for short periods, respectively).

Water treatment by families has changed significantly as a result of the project. Beneficiary households reported having learned from the MYAP program to either boil drinking water or to or use Certeza,[18] following the recommended practice of adding two drops of the purifier to 20 liters of water before drinking. Families now understand that poor water quality affects their health and that by doing the work of gathering wood used for boiling water, or by investing in the purchase of Certeza to treat the water, they are actually investing in their health and livelihood. Most of the participants in the FGDs reported that they routinely boil water as a means for purification before drinking.

"Tip-tap" hand washing device

Racks for drying and storing dishes and utensils for food preparation

The 11focus groups that benefited from water and sanitation teachings identified frequent hand washings as one of the most important lessons they learned from project interventions.[19]. They are aware that hand washing is necessary after using the toilet, before eating, and after arriving from the farm or market. Beneficiaries understand that by washing their hands they reduce their chances of getting diarrhea. This ailment was mentioned by all the focus groups as being the most common form of health disruption in the households. Malaria was mentioned by the respondents as the disease that has the greatest impact on the communities, and members complained that nets are frequently not available in the markets and when they are they are, their cost is extremely high – ranging from 200 – 500 Mt per net. Local clinics only distribute nets to pregnant

[18] Certeza (water purification chlorine) is a consumer product that is socially marketed to mothers in rural Mozambique to treat and purify drinking water for their families.

[19] Non-beneficiary groups did not mention washing hands with the exception of one which had received previous assistance from another development project that introduced latrines. In the other cases non-beneficiaries did not use latrines and had no knowledge of the benefits of water treatment and washing hands.

women and to children under five years of age. The MYAP partner in Zambezia, World Vision, with external support is planning to distribute mosquito nets in some locations of the province. When the evaluation team members asked the beneficiaries if they are aware of how the nets should be used, the respondents mentioned that they now understand the benefit of using the net. Education campaigns have been carried out by different NGOs before net distribution to ensure that communities use the nets to protect their lives instead of using the nets to cover seedlings or for fishing.

Findings:

This finding is based on the focus group interviews and interviews with ATB implementing partners.

1. The ATB projects have enhanced household nutrition through training and information on nutritious food and balanced diets.

4.2.3 Impact on Rural Income Growth by ATB Interventions

It was unanimous among the beneficiary farmers' associations the team interviewed that more benefits are derived from working as a group than from working individually[20]. Farmers that are organized as a group have access to technical support from project interventions, such as those provided by ATB. Through technical assistance for agriculture production leading to increased yield per hectare, farmers report that they have obtained greater income from the sale of their products over the marketing season, even if there is no increase in selling price. Furthermore, as described earlier, some ATB project interventions have facilitated market linkages to larger buyers, thus enabling farmers to supply maize production contracts at around 50% higher prices. Unfortunately, however, at present, the only small farmer agricultural products within the project area that have formal sales contracts with large buyers are maize and soya.

Maize marketing contracts between producers' organizations and WFP have made it possible for some groups of producers to obtain short term loans through Banco Oportunidade, as described in an earlier section of this report. Marketing support by the ATB projects have also helped farmer organizations to access large buyers of soybeans, such as Albino Antunes in Chimoio and the company JAM in Beira, for better prices. AgriFUTURO has linked farmers to the PROSOYA/Gates Soya project thus enabling farmers to have access to better seed for their soybean crops. Some ATB-supported producer associations are also beneficiaries of the Gates-funded soya seed multiplication program, and sell their seed production to TechnoServe.

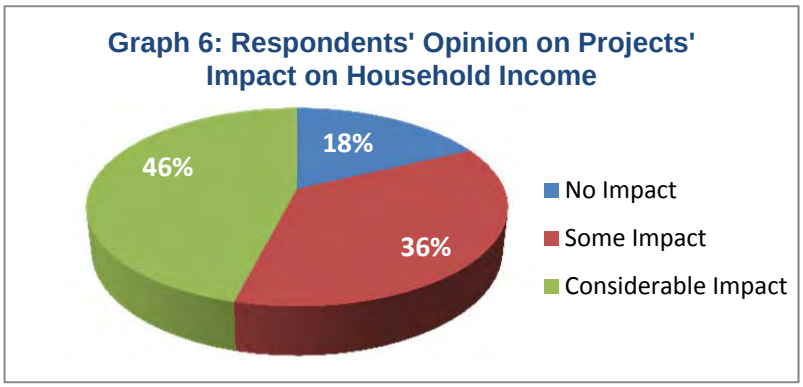
Farmers in Tete and Manica who participated in the FGDs (4 focus groups) reported having forward contracts, yet complained of delays in payment for maize purchases from the WFP, as well as from soybean seed sold to TNS. Farmers reported that these organizations collect their products and, contrary to the agreed 15 days, they require a period of up to 4 months to make payment. Payment delays affect farmers' ability to plan their household expenditures and their subsequent crop investments, and discourage them from continued participation in what would otherwise be a lucrative marketing opportunity. No forward contracts were reported in the other provinces.

With the adoption and use of new recipes and cooking methods, beneficiary community members now have new income opportunities[21]. Women not only cook to meet the nutritional needs of their households but some women fry the fiosos (soya based cakes) and bajias (cowpea cakes) and sell them at the community markets thus supplementing their household incomes (reported in Erati district by both FDGs). They also sell surplus production of nutritious foods including fruit, vegetables, and orange flesh sweet potato (this was reported by one group in Barue and one in Nicoadala district).

[20] Of the 4 non-beneficiary groups, only one group composed of previous project beneficiaries (before MYAP) is joining an outgrower scheme. All the other groups reported not having or being part of any association in the village and not being aware of the benefits of working as one.

[21] Two groups of beneficiaries in Erati, Nampula, reported women selling bagias (pigeon peas) and soya biscuits at the local markets. Non-beneficiaries consume the products through their purchase. The additional income serves to support the families.

As the associations and individual farmers grow, assets have been acquired. During the FDGs, three beneficiary farmers' organizations in Manica, Tete and Zambézia reported having built warehouses to store the grains that are commercialized jointly, and farmers reported having built brick houses, bought bicycles, and even motorbikes; and many have been able to afford school uniforms and school fees for their children even into the secondary school level.



Data collected from the HHS supports the statements above. The survey made an inquiry into the perceptions of the ATB beneficiaries as to the impact of project activities on household income. However, not all the farmers have benefited from better prices even though yields have increased (see Graph 6). The HHS also provided information on the different sources of income for farm families.

The survey showed that the following percentage of responding households obtain income from different sources, including the sale of food crops (65.7%), sale of commercial crops (19.0%), informal trade (20.4%), food for work programs (18.8%), informal labor (14.5%), and the sale of firewood/charcoal (10.7%). The disaggregation of these sources by gender of the head of the responding household is shown in Table 9.

Table 9: Sources of Household Income

Sources of Household Income	Percent of Responding Households with Income Source	Gender of Responding Households with Income from Specified Sources		
		Male-headed Households	Female-headed Households	Total
Sale of food crops	65.7%	99.3%	0.7%	100%
Informal trade	20.4%	85.6%	14.4%	100%
Sale of commercial crops	19.0%	89.3%	10.7%	100%
Food for Work programs	18.8%	89.2%	10.8%	100%
Informal labor	14.5%	88.6%	11.4%	100%
Sale of firewood/charcoal	10.7%	91.4%	8.6%	100%

Table 10 shows the disaggregation of these income sources by beneficiary and non-beneficiary households.

Table 10: Household Responses Related to Sources of Household Income By Beneficiary and Non-beneficiary Households (HHs)

Source of Income for Responding HHs	% of Responding HHs with Income Source	Percent Beneficiary HHs			Percent Non-beneficiary HHs		
		Total	Male	Female	Total	Male	Female
Sale of food crops	65.7% n=548	71.9% n=192	78.2%	21.8%	68.3% n=265	91.1%	9.9%
Informal trade	20.4% n=545	22.5 n=191	81.4%	18.6%	17.5% n=263	91.0%	9.0%
Sale of commercial	19.0%	25.1%	82.0%	18.0%	12.6%	98.2%	1.8%

Table 10: Household Responses Related to Sources of Household Income By Beneficiary and Non-beneficiary Households (HHs)							
Source of Income for Responding HHs	**% of Responding HHs with Income Source**	**Percent Beneficiary HHs**			**Percent Non-beneficiary HHs**		
		Total	**Male**	**Female**	**Total**	**Male**	**Female**
crops	n=543	n=191			n=261		
Food for Work programs	18.8% n=544	13.6 n=191	90.0%	10.0%	22.1% n=262	87.9%	12.1%
Informal labor	14.5% n=546	15.7% n=191	80%	20.0%	14.4% n=264	89%	11%
Sale of firewood/ charcoal	10.7% n=544	8.9% n=191	94.0%	6.0%	11.1% n=268	96.0%	4.0%
Note: "Male" refers to households headed by males and "Female" refers to households headed by females. For each line, the sum of male and female respondents is 100% n = number of responses							

Findings:

These findings are based on the evaluation team's focus group interviews; interviews with leaders of producer organizations, and with ATB implementing partners.

1. Project-supported small farmers are fully aware of the benefits of membership in farmer organizations, and embrace the concept of mutual support through these organizations.
2. Many of the project-supported producer organizations are conducting profitable business operations on behalf of their members, particularly when they have supply contracts with large buyers of agricultural products.
3. Payment delays under WFP and TNS purchase contracts with small farmers have required that the farmers obtain short-term credit at a high cost to cover the time period between product delivery and payment. The cost of credit severely erodes the profitability of the sales transactions with these organizations.

4.2.4 General Findings on ATB Impact

These findings are based on the evaluation team's field observations and focus group interviews; interviews with leaders of producer organizations, and with ATB implementing partners.

1. Management skills development is an important component of the capacity building of the farmer organizations and this has a direct impact on their administrative and management capabilities. However, farmer organizations need a change in their mind-set to consider themselves as for-profit businesses and not merely self-help groups. Most of the organizations see their primary role as obtaining subsidies and benefits for their members, instead of providing business opportunities.
2. It became very clear through the focus group meetings that farmers generally understand and are willing to honor contracts. In the case of WFP contracts, farmers must provide collateral to receive a marketing loan from BOM in the form of crop production. For instance, one association requested a loan of 668,000 Mt from BOM for its 2011-2012 marketing campaign, in which 90 tons of maize had been contracted to WFP. The bank requested collateral amounting to approximately 140,000 Mt which was provided by the farmers in the form of 22 tons of maize contributed by the members of the association, thus the bank made available loan funds in the amount of 528,000 Mt. This shows the willingness of the farmers to meet their business and contractual obligations.
3. Based on the evaluation team's visits to two communities that were not beneficiaries of the ATB projects, the team found a surprising lack of knowledge of the agricultural, nutritional, health, and water and

sanitation practices that had been promoted in nearby communities by the ATB project. One of the non-beneficiary communities was located less than 5 km from the nearest beneficiary community and the second was within 20 km of the assisted community. Although the non-beneficiary community members had observed different practices being carried out in the assisted communities, for cultural reasons they were reluctant to inquire as to the reason why the changes had taken place. They feared that if they inquired too deeply into the changes that were occurring, they could be accused of bringing bad luck and attempting to negatively affect the outcome.

4.2.5 Conclusions Related to Impact

1. The impact of the ATB projects on smallholder incomes would be greater if producer organizations had greater institutional capability to link with reliable markets and to negotiate contracts on behalf of their members.
2. The ATB projects have enhanced food security by increasing food availability in the beneficiary communities. These communities report producing more food, in addition to having adopted technologies that enable them to store food under conditions that maintain product quality for much longer periods of time.
3. Communities have learned not only to produce new cash crops for product marketing but have also learned to consume new, nutritious food products derived from the food crops. Nutritious foods such as vegetable and legumes are now part of the diet of project beneficiaries.
4. Dissemination of the lessons and practices learned by the project beneficiaries is quite extensive within the targeted communities, through a network of community leaders supported by volunteers. Through this network, lessons and practices are widely shared. However, there is little spillover into adjacent communities. Neighboring communities as near as 5 km from the beneficiary community may be completely excluded from the process of information sharing.
5. ATB projects have enabled farmers to better plan the proportion of their agricultural products that they sell, in comparison with the amounts held for consumption and to provide seed for the next planting season. Farmers acknowledge this need, and state that they are now able to plan better.
6. Better nutrition practices by the beneficiary communities have encouraged new food dishes and new methods for preparing traditional food crops.
7. The introduction of new crops such as soya, groundnuts and sesame has encouraged greater diversity of food consumption as well as income generation from the marketing of surplus crops and products.
8. The impact on small farmer incomes is negatively affected by slow payments from large purchasers such as the WFP for maize deliveries and from TNS for soya seed production. Slow payments discourage farmers from delivering their contracted quantities.
9. The strong link between agricultural production and nutrition and the emphasis on health, water and sanitation under the MYAP program reinforces food security.

4.2.6 Recommendations Related to Impact

1. Future food security projects should continue to leverage the diverse skills and expertise of different implementation partners in the critical development areas of nutrition and agriculture. In addition, projects should reinforce market linkages to provide the greatest impact on household productivity and income.
2. Stronger approaches are needed for the dissemination of technology and information. Project beneficiaries should be made responsible to ensure a spill-over of technology and information to nearby non-beneficiary communities.
3. Future food security projects should include support for additional activities such as livestock and tradecrafts/workmanship. Livestock is important for food security and nutrition (milk, meat, and eggs); it helps to diversify the asset base of the household, and can contribute to transportation and animal traction as well. Encouragement and support for tradecraft professions would help to preserve the heritage of local culture and would teach technical and occupational skills such as carpentry, welding, and painting to support economic development in rural areas. In particular, in those rural areas where the economy is developing rapidly from the extraction of natural resources, these skills are becoming increasingly in demand. Future project interventions with multiple implementation partners should define common PMP

indicators to monitor progress, thus allowing for comparisons of performance and assessments of overall impact. Project design should also include data collection for a baseline assessment of project indicators. This is critical for sound monitoring and evaluation procedures, thus ensuring performance based management for the project. Non-beneficiary control groups should be used to as the basis for comparing project impact.

4.3 SUSTAINABILITY

To what extent have the projects worked with local institutions, and what have been the results of this relationship in terms of building/strengthening local institutional capacity, ownership and the long-term sustainability of the activities?

4.3.1 ATB Project Work with Local Institutions

All the projects under review in the ATB agricultural portfolio, with the exception of the DCA loan guarantee programs, work with local institutions as counterpart organizations or project beneficiaries.

Institutional Support for MINAG and IIAM: MSU has a long history of working to strengthen the institutional capacity of MINAG. In the late 1990s, MSU began working with the Ministry to improve data collection and analysis for the national market information system (SIMA). MSU later assisted the MINAG Directorate of Economics (DE) to introduce the annual household income survey known as TIA, the flagship for economic surveys, and trained Ministry staff to manage the survey. MSU helped to create a department around this data collection requirement, and brought it into the mainstream of Ministry activity. In 2002, MSU helped to create the MINAG Policy Analysis Department (DAP), and completed its staffing process.

MSU has been working since 2004 to strengthen the institutional capacity of the Institute of Agricultural Research of Mozambique through its Center for Socio-Economic Studies (CESE) to incorporate socio-economic analyses into its crop research. This brings a broader perspective to agricultural research, and helps researchers better understand the behavior of small farmers. MSU has helped to recruit and train two socio-economists in each of the four zonal IIAM research centers to work with plant breeders and agronomists to incorporate socio-economic concepts into agricultural research programs.

Unfortunately, MSU's efforts to help these organizations attract and keep qualified staff in government service are undermined by Mozambique's civil service regulations, which make it extremely difficult to employ and retain qualified staff. Even if competent professional staff is hired, staff retention and motivation are low and turnover is high, primarily due to low government salaries. With low salaries, it is difficult to attract candidates with the highest qualifications. For example, the evaluation team learned from its interviews with MSU that within the staff of IIAM socio-economists, there are only two employees who have the requisite master's degree qualifications. MINAG's DAP has been reduced to a staff of only three members, none of whom are considered sufficiently qualified to conduct complex policy analyses. As a result, there are many cases where it becomes necessary for MSU to fulfill the basic functions of the Ministry staff, instead of acting in a higher advisory capacity to provide information and training of Ministry employees. Consequently, none of the MSU supported departments within MINAG or at IIAM are capable of assuming the functions carried out by MSU on their behalf. In this regard, MSU support provided to MINAG and IIAM is not presently sustainable.

Development of Input Supply Channels: The IARCs use three primary methods for the distribution of improved seed, which include the following: a) They work through NGOs and donor projects for seed multiplication and distribution to the beneficiaries of their respective projects; b) they directly distribute the improved seed to groups of small farmers selected by the IARC, often without cost to the farmers, and c) some IARCs provide basic seed to commercial seed companies that the companies can multiply and sell under their own labels as commercial seed products. Under the latter scenario, the company multiplies the seed through outgrowers, or on its own farms, and distributes the seed through its commercial sales outlets. Clearly, this is the only sustainable option for seed distribution, but its reach is extremely limited due to the limited number and coverage of commercial seed dealers in the country. ATB project activities that aim to strengthen and expand the commercial availability of improved seed should be further encouraged and expanded.

IFDC, one of the PARTI research partners, has worked under a series of USAID-funded projects known as the Agricultural Input Market Strengthening (AIMS) projects to strengthen input chains and to create a network of small-scale suppliers of agricultural inputs, including seed, in 4 districts in Nampula and Manica provinces. This work included the strengthening of the market information system for input supplies, and helped create and strengthen agro-dealer trade associations. Preparations are now underway for a third phase of project support. Through the team's interviews with IFDC project management, we learned that at present, the network is still fragile. There are weak links between the agro-dealers and markets. Many of the rural dealers are micro-entrepreneurs, who are poorly prepared for business. IFDC estimates that only a few agro dealers – around 15% - are presently sustainable without continued support. However, this is an aspect of agricultural development that is of critical importance to the value chains within the project areas, and the development of a network of private agro-dealers should continue to be supported and further expanded.

Support to Farmer Organizations: The MYAP program partners, in collaboration with AgriFUTURO, work to create and strengthen farmer organizations that can eventually evolve to become farmer-owned businesses. The long-term objective is to establish legal cooperatives with the institutional capability and management skills to operate as stand-alone service providers for their members including, product consolidation, joint marketing, and the facilitation of marketing credit for their members. The most successful cooperative organizations would further evolve to become capable of providing additional member services such as the joint purchase of input supplies, the facilitation of production credit, and the initial processing of their members' agricultural products such as drying, cleaning, and sorting.

Most of the producer organizations will have been supported by MYAP for five years at the end of the current project. Some of these were also supported by earlier projects, such as the Development Assistance Program. The evaluation team learned from its interviews with the MYAP implementation partners that they believe that somewhere between 50% - 60% of the assisted farmer organizations will be able to continue their basic operations after the MYAP program ends. However, for continued growth and expansion, they will need additional support. The greatest need for continued assistance is to help the farmer organizations link with reliable markets and negotiate contracts, and to strengthen their management capabilities.

Support to Agribusiness Service Providers: AgriFUTURO serves a client base of 8 privately owned ASCs, 11 FOSCs, a total of 442 individual, emerging farmers that have been linked to the ASCs, and 4,251 farmer associations that are members of the FOSCs. The ASCs are agribusiness companies that have received technical and financial support from AgriFUTURO to help them provide commercial agricultural services to small and medium-scale farmers. AgriFUTURO's support to the ASCs has been primarily to provide grant funding for agro-processing, as well as for farm equipment used to provide services to small producers for land preparation and crop cultivation. The farm equipment supports outgrower schemes where small farmers produce agricultural products under contract with the ASCs. Grants to the ASCs for agro-processing machinery and equipment provide a market outlet for grain crops produced by smaller farmers.

The ASCs are engaged in commercial operations that appear to be fully sustainable, and the AgriFUTURO-supported business linkages created by these organizations appear fully sustainable and will most likely continue well beyond the ATB project life.

Approximately mid-way through the AgriFUTURO project, USAID changed its development strategy to Feed the Future, which changed the project emphasis from larger agribusinesses to include more smallholder farmers supported through producer organizations, including cooperative organizations known as FOSCs. Almost all the FOSCs supported by AgriFUTURO benefit from support by other projects as well. Based on the evaluation team's interviews with AgriFUTURO and the MYAP implementing partners, along with visits to several of these cooperatives, the team was impressed by the preparation and the dedication of the cooperative leaders. The team also found a generally strong sense of ownership and pride in the cooperative members, and was further impressed by the level of volunteer services within the producer associations for information sharing and training. At the same time, the team observed management weakness of the cooperative leaders, particularly with regard to financial management and marketing skills. On balance, we believe that the cooperatives supported by MYAP and AgriFUTURO are sustainable – that is, they could continue to operate in some form beyond the end of the current ATB projects without further project

support. However, for their continued growth and development, they will require continued institutional support to strengthen their linkages with markets and cooperative management.

The HHS provided information on the sustainability of the support to small farmers provided by the ATB projects, with somewhat mixed results. When asked if they planned to continue with project supported activities even without continued ATB project assistance, 44.5% of the responding households answered in the affirmative[22]; 13.2% said they would continue only partially; 33.9% indicated that they would not be willing to continue; and the remaining 10.4% were undecided. Of the households that said they plan to fully continue with the project-supported activity, 54% said they would keep their activities at the current level; 41% said they would expand their agricultural activities as a means to expand their business, and 5% said that they would expand their activities by means of starting an additional business. No differences in the results were found, based on educational level or gender. Table 11, below, summarizes the answers by the respondents.

Table 11: Small Farmers' Resolve to Continue Supported Activities without Further Project Assistance

Responses	Will Continue	Will Partially Continue	Will Not Continue	Undecided	Total
Number of Respondents	64	19	46	15	144
Percent of Respondents	44.5%	13.2%	33.9%	10.4%	100.0%
Responding households headed by males	82.8%	84.2%	86.9%	66.6%	82.6%
Responding households headed by females	17.2%	15.8%	13.1%	33.4%	17.5%
Total responding households	100%	100%	100%	100%	100%

For the set of household respondents who said they were undecided, or would definitely not continue, or would only partially continue with project-supported activities, the HHS team asked the respondents to indicate the reasons they would not commit to fully continue their activities. The follow-up question allowed multiple answers, as listed in the following table. Table 12, below, shows the frequency of the different responses provided by these respondents.

Table 12: Reasons for not Fully Continuing with Supported Activities

Reasons	Nr. of Times Mentioned	Percent of Responses	Respondents by Gender (Head of HH)		
			% Male	% Female	% Total
Support began only recently; need additional time to consolidate results	11	10%	91%	9%	100%
Support was not consistent or not relevant to recipient's needs	14	13%	86%	14%	100%
Support was inadequate for the recipient to become sustainable	41	38%	93%	7%	100%
Recipient is incapable of continuing alone	25	23%	80%	20%	100%
Recipient is not motivated to continue in agriculture	4	3%	86%	14%	100%
Other reasons	14	13%	93%	7%	100%
Total	109	100%	89%	11%	100%

[22] Of the households that responded in the affirmative, 81.6% were households headed by males and 18.4% were households headed by females.

Findings:

The following findings are based on the HHS and the focus group interviews carried out by the evaluation team, as well as interviews conducted with ATB implementation partners, project-supported FOSCs and ASCs, counterpart organizations (IIAM and MINAG), and agro-dealers.

1. The sustainability of the institutional support provided by Michigan State University to MINAG and IIAM is threatened by high staff turnover and low retention caused by low staff salaries.
2. Linking the IARCs that develop improved seed with commercial seed companies for seed distribution is a sustainable means for increasing the availability of improved seed in the country.
3. The ATB projects work to create economic linkages between the different business operators in the targeted value chains, such as producer organizations linked with large buyers, and small farmers linked with private seed suppliers. As long as these relationships remain profitable for the participants, these economic linkages are sustainable, and they will continue beyond the life of the ATB projects. Similarly, the agribusiness service clusters, supported by AgriFUTURO project grants, are engaged in commercial business activity with value chain operators, and these are also considered sustainable.
4. The cooperative organizations that have been formed and strengthened by the ATB projects, which are also the FOSCs supported by AgriFUTURO, are believed sustainable. That is, the evaluation team believes that they can continue to operate at some level as cooperative businesses without project support after the ATB projects end.
5. IFDC has done important work to strengthen agricultural input chains and to create a network of small-scale agro-dealers in four districts in Manica and Nampula. This provides a good model for future USAID interventions in input supply chains.
6. The evaluation team has found that in general, farmers who have benefitted from new agricultural practices through project support are using what they learned (20 beneficiary groups of 24 groups interviewed). They have changed their habits in light of the improvements they have seen. The transfer of technology is sustainable.
7. A proportion of 58% of ATB project-supported beneficiaries would either fully or partially continue their project activities even without project support.

4.3.2 Sustainability of Associations Developed and Nurtured by USAID's Past Programs

To what extent have the associations developed and nurtured by USAID's past programs been sustainable?

The evaluation team was asked to interview some of the farmer associations that were supported previously by USAID development initiatives to determine their longer term sustainability. Unfortunately, during the field work for the evaluation, the team was unable to locate many of the associations that had been previously assisted by USAID-funded projects. The institutional memory of the current staff of the ATB project partners had dimmed considerably and it was not clear to current staff members which groups had been previously supported, or their locations. Furthermore, the evaluation team was unable to find any records related to previous project beneficiaries that could be used to determine their locations. Eventually, the team was able to locate one cooperative in Chimoio and one in Nampula that had benefitted from previous USAID assistance. The text box on the following page describes the current situation of these producer cooperatives.

Findings:

No findings were derived from the team's analysis of these past programs due to the limited number of organizations that were interviewed.

4.3.4 Conclusions on ATB Sustainability

The following is a summary of the team's conclusions on the sustainability of ATB-supported practices and institutions.

1. The use of ATB project-supported agricultural technology by farmers and nutrition practices by communities is sustainable. The technology and practices are fully established and functioning in the project areas.

2. A commitment to institutional "ownership" by their members, combined with management and governance training of cooperative businesses, are key requirements for the sustainability of ATB-supported farmer organizations.
3. The greatest threat to the sustainability of ATB farmer organizations is weak management capability.
4. The team's analysis of sustainability of previously supported USAID organizations was inconclusive, due to our inability to obtain information on their current activities.

SIWAMA Cooperative: SIWAMA is a producer cooperative that includes a total of 54 producer associations with 1,041 members that together farm 3,225 hectares. The members include 666 males and 375 females. The cooperative's main office is in Chimoio, and its associations are located in six districts throughout Manica province. The cooperative is a creation of the previous USAID-funded EMPRENDA project, which ended in 2008. Before forming a cooperative, the members were organized as an association of individual farmers. The association was a member of a producer union, but the union was incapable of providing any support to the association. The cooperative was organized as the SIWAMA Cooperative in August 2006.
The EMPRENDA project helped to organize the cooperative, to train its leaders through a series of seminars, and when the project ended the cooperative received three motorcycles and one computer from the remaining EMPRENDA project assets. However, at the end of the project, the cooperative had no idea how to proceed as a commercial entity. As described by its current president, it was only an empty shell that was incapable of functioning as a business.
Approximately ten months after the EMPRENDA project ended, the cooperative began working with TNA as an outgrower for soybean seed production under the Gates-funded Southern Africa Soy Value Chain Project. Had this opportunity not arisen, the cooperative leaders believe that the cooperative would have likely failed. However, through the technical support and business assistance, provided by TNS, today the cooperative is a successful producer of soybean seed under TNS guidance.

After the past seasons ended, the cooperative was able to buy a small truck with its earnings. The truck has allowed the cooperative to start a business of grain trading. Moreover, the cooperative, with the assistance of the TNS technician, is now starting a member-owned business for poultry production. The cooperative leaders believe that by the time the TNS project support ends in late 2013, SIWAMA will be fully sustainable. Clearly, the ability of the cooperative to conduct business is the key factor in its sustainability.

IKURU Cooperative: The evaluation team interviewed the General Manager of this large cooperative in Nampula, which has been supported by numerous donors, including USAID, for more than 10 years.
IKURU is a Mozambique owned, agri-trading, processing and exporting cooperative business. The company was founded in 2003, with initial investments from its associated farmers; and is now owned 89% by two social investors, with the remaining 11 percent owned by 28 farmer groups. The company has three main activities: 1) seed production and sales; 2) agricultural commodity trading; and 3) cooperative development in support of its affiliated small farmers. The General Manager is in the process of converting the cooperative into a purely commercial trading company that will buy and sell grain crops produced by its members, as well as grains supplied by third parties. It plans to consolidate its donor-funded development activity into an internal operation for cooperative development, entirely separate from its commercial activity. The cooperative's trading activity is severely limited by a lack of working capital financing. Furthermore, the high cost of credit (2% per month for Metical-denominated loans) absorbs just about the entire amount of its trading profits. In view of the cooperative's severe credit constraint, the General Manager believes that IKURU has only a 50-50 chance of surviving as a trading company under its present structure. The cooperative is now reviewing its business strategy with its main investors.

4.3.5 Recommendations on ATB Sustainability

1. It is recommended that MSU continue to provide support to MINAG for special initiatives such as CAADP, but that its support for routine activities within MINAG/DE and IIAM/CESE is phased out over an intermediate term of two to three years.
2. It is recommended that USAID/IFDC support be continued to further strengthen and develop small-scale agro-dealer networks in four districts in Manica and Nampula that has been carried out previously through the AIMS project.
3. The team's recommendations on the sustainability of the farmer organizations that receive project support are the following:
   a. For future projects it is recommended that ATB project interventions continue to strengthen the institutional capacity of farmer organizations in marketing, business management, and financial management.
   b. For the current projects it is recommended that in addition to training cooperative leaders, business mentoring and advisory services be provided to the producer cooperatives to strengthen their business capabilities.

c. It is recommended that technical assistance be provided by ATB projects to farmers and agro-dealers to help them plan for the annual agricultural season and to prepare the campaign in advance to avoid delays in getting ready for planting time.
d. It is recommended that project interventions with farmer organizations producing short cycle crops be designed for a minimum duration of five years, consisting of three years of direct support and two years with a phased reduction in support as an exit strategy.

4.4 COORDINATION

To what extent do ATB agriculture projects coordinate and harmonize activities across program components, with other USG programs/projects, other donors, and the GOM, to create complementarities and synergies, and what are the key challenges, and success stories?

4.4.1 Extent of Coordinating and Harmonizing Activities Across Program Components and with Other USG Programs, Other Donors, and the GOM

There exists a considerable amount of coordination at higher levels between and among donors and government in Mozambique, but in general this does not unfold at the ground level. There is limited coordination between development programs carried out by differerent donors at field locations. Individual projects are driven by their specific results framework, and effective coordination requires considerable investments in time and effort that may not provide immediate returns.

For example, many donors provide general budgetary support to Mozambique, which is the ultimate form of donor coordination. Donors also support national programs, such as Mozambique's national program for agricultural development (PROAGRI). Proponents of sector-wide budgetary support believe this fosters greater policy dialogue between donors, government, and partners, which helps to reinforce efforts for effective, focused aid and long-term development results. There is also a dynamic donor community and coordination system in Mozambique through the Program Aid Partnership in which major donors play an active role. This is a coordination scheme involving 18 cooperation partners who provide direct support to the Mozambican state budget for poverty reduction, closely linked to performance.

The Development Partners Group (DPG) is the highest level donor coordination body in Mozambique that meets on a regular basis. It is jointly chaired by the United Nations Development Program and World Bank and meets once a month. This is primarily a donor discussion group for information-sharing and consensus, but it is not a decision-making forum, and no record of the meetings is published. While the DPG is widely acknowledged as a useful forum for freely sharing policy positions, particularly on political matters, it is generally recognized as having limited effectiveness in coordinating assistance programs.

The recent work to complete the CAADP Compact was a major undertaking, which involved the Mozambican government, USAID, and numerous international organizations. The CAADP process, with its Investment Plan, provides a good opportunity to coordinate donor support at a high level. Plans and activities such as CAADP are harmonized with Mozambique's national planning system, and there is also considerable interaction with the Ministry of Planning and Development, which is the entity responsible for reporting on the key indicators. CAADP activities could be coordinated through a simple mapping process through a grid layout attached to the CAADP Investment Plan, showing required investments by geographical area, along with the organizations that agree to fund and implement each investment. Such mapping would be an excellent first step toward CAADP investment coordination, since it would determine the type of coordination structure that will be needed. The CAADP coordination process could also facilitate the implementation of programs within the different development corridors by focusing the efforts of their corridor development offices onto the CAADP activities. This mapping would also provide valuable information into a gap analysis of investments by geographic location, which could evolve into an extremely useful tool. The FAO has already begun compiling some of this information. The MSU project, working through MINAG/DE, and its planned CEPPAG policy initiative at Eduardo Mondlane University (UEM), could play an important role in developing this mechanism for CAADP coordination.

During the evaluation team's field visits, a strong desire was found among provincial as well as district governments for better coordination of donor and NGO programs. For example, the team's interviews with

numerous Provincial Agricultural Offices (DPAs) revealed that these offices want to ensure that donor programs carried out within their respective provinces support Mozambique's national priorities, including CAADP and poverty reduction. They particularly want to be kept informed of the work being done and the advances made by NGOs operating in the area, as well as by donor programs. The team also visited the Provincial Health Office in Quelimane (Zambezia) and found that this organization conducts effective coordination of donor projects and NGO activities through its quarterly coordination meetings with provincial health officers, and others engaged in health and nutrition activities.

In Nampula, interviews with senior officials at the Provincial Governor's Unit for Integrated Development Coordination (UCODIN) revealed a desire for better planning and coordination of donor activities by the provincial Governor. UCODIN has attempted to create a platform for coordinating development activities in Nampula by pulling together information on activities that are related to thematic areas such as agriculture, potable water, and health. However, the office has been unable to complete the task, primarily due to its limited resources and personnel. UCODIN envisions its role as that of collecting information from the range of development programs that operate in the province, and keeping the provincial Governor's office informed of their activities as a means for better harmonization. In April 2012, UCODIN prepared a draft Terms of Reference for the development of a coordination program that it proposed to USAID during a visit by the Agency to the Nampula Governor's office, but no response has been forthcoming from USAID on this proposal.

Supporting well-intentioned efforts such as those by UCODIN could provide a good opportunity to enhance the coordination and synergy of development activities at the provincial level. Since the work of coordination is most appropriately handled by government, targeted assistance to local governments could enhance their capabilities to fill a coordination role. Within the different organizations that are involved with the ATB agricultural project portfolio, the evaluation team has seen good coordination between the United States Department of Agriculture (USDA) and USAID in funding and implementing the Multi-Year Assistance Program. Through its implementing partners, USAID administers the USDA-funded Title II - Food for Peace program that is the funding source for the MYAP program.

As described in the previous section, AgriFUTURO and the MYAP partners in Nampula and in northern Zambezia have the same beneficiary producer organizations. Similarly, AgriFUTURO has common beneficiary producer organizations with projects implemented by CLUSA and TechnoServe that are also carried out in northern Zambezia. This practice of supporting common beneficiaries facilitates coordination between the different partners, but it makes performance monitoring difficult, since it is difficult to attribute results to the different collaborators.

The evaluation team has seen close coordination between the research programs conducted by the different IARCs and IIAM, particularly in the zonal research centers, where the research plots are maintained. There is generally good information sharing on research results between the research organizations and IIAM. However, coordination between the different IARCs on their research activities is limited, and information sharing is carried out mainly through written reports and at annual meetings, where research results are disseminated.

The evaluation team has seen numerous examples of opportunistic coordination between the different ATB programs, where there are shared goals and a clearly defined need. For example, the IARCs support the MYAP and AgriFUTURO projects by making improved seed and planting material available to their small farmer beneficiaries. AgriFUTURO and MYAP have good coordination since they serve many of the same beneficiary farmer organizations. It is quite common for the MYAP partners, whose locations overlap with the SCIP project, to leverage their efforts through mutual collaboration under an informal work exchange program. Thus, both parties are able to benefit from their joint efforts. In Zambezia, the MYAP partner ADRA, collaborates with SCIP to carry out complementary activities, and also works closely with the local NGO, People to People Development, to carry out their respective development projects. In locations in Nampula, where MYAP/SANA and SCIP overlap, the two projects coordinate their activities on programs for HIV/AIDS prevention and in support of youth groups. SANA also works closely with SCIP in its young farmers program to train and educate young people for agricultural careers.

Particularly in Nampula, there is considerable coordination and collaboration between the PARTI program IARCs and SANA implementing partners. For example, the IARCs provide high quality seed of improved varieties to SANA partners for seed multiplication and demonstration. In addition to providing soy and cowpea seed, IITA joins with CIP to provide facilitators and resources for agro-processing and nutrition trainings. CIP also distributes planting material for OFSP. As another example, the SANA/MYAP program in Nampula collaborates with IITA for soya production. The two organizations also coordinate their efforts to develop nutritious food products from soybeans. The CIP initiative to promote the use of orange flesh sweet potato is working jointly with the SCIP program to provide technical assistance and planting material for OFSP. IITA has been supplying planting material for cassava as a food security crop to MYAP and SCIP, and has organized field days with the projects to promote the new varieties. SANA/MYAP coordinates its efforts with local governments to support health fairs promoting nutrition and sanitation as a component of community festivals. Furthermore, the local governments assign SANA the communities where it carries out its program activities. In addition to their linkage with the ATB project initiatives, the IARCs coordinate their activities directly with NGOs, commercial farmers, and producer cooperatives to provide improved seed to the farming community. For example, IITA works closely with TechnoServe to provide soybean seed that is multiplied by small farmers under the Gates-funded Soy Value Chain Development Program for Southern Africa.

The evaluation team has found that with regard to the coordination and reinforcement of ATB-supported policy initiatives, the three policy projects – AgriFUTURO, MSU, and SPEED – work quite independently. However, there appears to be a greater degree of coordination and overlap between MSU and SPEED than there is between AgriFUTURO and the other two policy projects. The underlying reason is mainly due to the projects' different agendas: AgriFUTURO's policy initiatives are designed to support its value chains, whereas MSU and SPEED provide sector-wide policy support. For example, AgriFUTURO supports the MINAG initiative for monitoring and analysis of fruit fly activity, with the objective of opening the borders with neighboring countries for fresh fruit exports from Mozambique. In comparison, the policy agenda for MSU and SPEED are on more general, sectorial issues, such as the CAADP compact.

Despite their different policy agendas, there has been a good amount of coordination between the different policy initiatives. AgriFUTURO has assisted the SPEED project by disseminating analytical results and advocating for change in the VAT tax on agricultural products. Similarly, the SPEED project is supporting AgriFUTURO by advocating for change in the operating practices at the Nacala and Beira ports. As described earlier, SPEED and MSU have coordinated their support to the CAADP process, and the CAADP investment plan. In general, the SPEED policy agenda overlaps with that of MSU on major issues affecting the agricultural sector.

The HHS team asked households that are beneficiaries of the ATB projects, if they had received assistance from other donors as well. This was an attempt by the survey team to determine the degree of synergy and coordination between different development programs. The team learned from the HHS that 22.9% of the respondents[23] had indeed received support from other organizations, in addition to the ATB projects. Of those households that had received support from other programs, 87% had received support from NGOs, whereas 12% had received support from government institutions. In most cases the support was for agricultural inputs, including improved seed, fertilizer, and pesticides. These results are shown in the following table.

Table 13: Assistance to Small Farmers Provided by Other Organizations

Source of Support	Number of Times Mentioned	Percent of Total Responses
Government Institutions	8	12%
Non-government Organization	60	87%
Other	1	1%
Total	69	100%

[23] Of the total number of responses received, 82.6% were from households headed by males and 17.4% were from households headed by females.

4.4.2 Key Challenges and Success Stories

As is the case for most worthwhile endeavors, effective coordination requires a considerable amount of time and effort, and it can also be costly. In most cases, coordination efforts may not have an immediate return in the form of the leverage that is gained. Benefits may be slow in coming. The primary benefits to be gained from better coordination are increased results from a division of labor, and greater output obtained by leveraging complementary skills of the coordinating partners. This provides greater output from the same input, corresponding to greater efficiency and effectiveness.

The following are requirements for effective coordination. To the extent that the coordinating partners do not have these qualities, the process of coordination becomes more challenging and less effective.

1. Effective coordination has three main requirements: a) Common arrangements among the coordinating partners for planning, managing, and carrying out activities; b) the simplification of operating procedures and specific requirements to reduce their burden on the coordinating partner; and c) information sharing to promote transparency and improved communications.
2. Operating flexibility is required to establish effective linkage between the coordinating partners and the activities that are being coordinated. Some organizations may not have sufficient flexibility for good coordination. In other words, effective coordination requires an organizational capability to adapt to changing requirements. Organizations that are excessively rigid are unable to effectively coordinate their activities.
3. Effective coordination requires that the coordinating partners have similar goals and operating policies.

Within the ATB project portfolio, the greatest challenge to effective coordination between the different projects is the limited geographical overlap. Even when the partners have national coverage, such as the dissemination of technology by the PARTI research partners, the cost and difficulty of logistics make effective coordination extremely challenging. For example, there is limited coordination between the IARCs and the MYAP program in Cabo Delgado, located in the extreme north of the country, where difficult logistics limits interaction between the projects. On the other hand, in locations where there is considerable geographical overlap between projects, such as the case for IITA and MYAP/SANA in Nampula, coordination is better.

A second challenge to effective coordination lies with the different objectives of the different projects, leading to different project agendas. For example, there is relatively little coordination or interaction between the ATB projects that seek policy change and the IARC research partners, since their respective project objectives and development agendas are entirely different: the IARCs are involved in crop research, while the policy projects are concerned with higher level issues related to national policy. On the other hand, AgriFUTURO and MYAP have similar objectives to help increase small farmer sales and incomes, and as a result they coordinate their efforts for improved market linkage by small farmer organizations.

Findings:

These findings are based on the HHS and the team's interviews with the ATB implementing partners, local government officials, international donors, and USAID.

1. The team found that in Mozambique, development coordination is carried out mostly at higher levels, with limited coordination at field locations between development programs and local governments, and among development programs sponsored by different organizations.
2. There is good coordination between USDA and USAID in funding and implementing the Multi-Year Assistance Program.
3. Local governments desire better coordination of donor and NGO programs.
4. There is a considerable amount of opportunistic coordination between the different ATB projects that have similar objectives. There is also close coordination between IIAM and the research programs conducted by the different IARCs as well as between the IARCs and other ATB field projects. However, coordination between the different IARCs is limited.
5. As a result of their different policy agendas, coordination between AgriFUTURO and the other policy projects within the ATB portfolio is relatively limited. The main reason is because AgriFUTURO's focus is primarily on issues affecting its value chains, whereas the primary focus of the other projects is on sector-wide issues.

6. There is good coordination between AgriFUTURO and MYAP, and between AgriFUTURO and the external projects carried out by CLUSA and TechnoServe, since they have many of the same producer organizations as beneficiaries.
7. Nearly 23% of the ATB project beneficiaries have received additional support from other NGO and government programs. This provides some indication of the degree of overlap (and possible coordination) between different projects working independently in the ATB project areas.

Success Story: The evaluation team found the experience of the Provincial Department of Public Health (DSP) in Zambezia to be a success story in terms of the coordination and harmonization of this unit's activities in health and nutrition.

The DSP is following the national strategic plan for nutrition as a guide for provincial government activities, and to ensure that donor projects and NGO activities being carried out in the province fully support national priorities. The DSP provides community outreach mainly through primary schools, with particular focus on girls, as the means to inform families within the local communities of best practices in hygiene and nutrition. Malnutrition in Zambezia is higher than the national average, and population coverage for health services is estimated to be only 7 %. Consequently, in light of the government's scarce resources, coordination of donor activities is essential to ensure the greatest possible coverage of health services, and the greatest possible impact on public health. The DSP has assumed the role of coordinating all health and nutrition activities within Zambezia province.

DSP convenes an annual planning forum that includes all stakeholders involved in health and nutrition, including, community leaders, public health officials, donors and NGOs. The participants meet early in the year to review the previous year's results and to present and discuss annual programs for the coming year. The group also reviews major issues and challenges such as low birth weight and the incidence of malnutrition in the province. In addition, DSP also convenes quarterly meetings with health officials, community leaders and development partners to review progress and to coordinate action that are to be carried out by the different parties. The evaluation team finds this process to be an effective means for coordination.

The provincial Public Health Director feels strongly that donor-funded health and nutrition projects are too rigid in their implementation to fully meet the needs of the communities being served. Donor project implementation and the delivery of project services are driven by the set of indicators that are designed into the projects, which in many cases have limited relevance to the real needs of the communities. In these cases, project implementation becomes focused on performance indicators and not people. Better coordination of project activities requires greater operating flexibility.

4.4.3 Conclusions on Coordination and Harmonization

1. Coordination between the different ATB implementing partners has been greatest when the partners have shared goals and clearly defined needs.
2. Although local governments desire better coordination with NGOs and donor projects, their present level of coordination is largely ineffective. In general, local governments have neither the resources nor the skills for effective coordination.These are key requirements needed for a centralized organization to effectively coordinate development activities within its respective area.
3. Harmonization among donors/NGOs that is completed at the central level helps to share resources and reduce duplication.
4. The experience of the Provincial Department of Public Health (DPH) in Zambezia is a success story in terms of the coordination and harmonization of this unit's activities in health and nutrition.

4.4.4 Recommendations on Coordination and Harmonization

1. It is recommended that in Nampula, USAID support the Provincial Governor's Unit for Integrated Development Coordination for the development of a pilot program to coordinate donor and NGO projects in the province. Support would include institutional support as well as training and technical assistance.
2. It is recommended that MSU support MINAG to develop a coordination mechanism for the CAADP Investment Plan showing required investments by geographical area, along with the donors and international organizations that are committed to fund and implement the investments.

ANNEXES

ANNEX I: EVALUATION TEAM MEMBERS AND DESIGNATED TASKS

Evaluation Team Members and Designated Tasks

Tom Easterling, Team Leader, was responsible for team organization, scheduling, and primary liaison with the USAID Mission staff regarding technical aspects of the evaluation. He had overall responsibility for the preparation and submission of the final report with substantial input from the other team members. The other team members reported to him on evaluation issues.

The team leader took the lead in preparing the project schedule and work plan, worked closely with the other team members to determine information requirements, develop key questions, conduct interviews, and gather other relevant information. He also led the team's effort to prepare and deliver a presentation on the team's response to the evaluation questions, as well as the findings, conclusions and recommendations for future action at the team's final meeting with USAID/Mozambique.

Mr. Easterling also supervised the preparation of the final report, and was responsible for the quality of its contents. Upon receiving USAID's comments on the final draft report, he was responsible for making any final corrections and improvements, and for the submission of the final version to USAID.

He also headed the sub-team that conducted the open-ended interviews required by the evaluation.

Tatiana Mata, Senior Agricultural Specialist has over ten years' experience in Mozambique agriculture and agribusiness including agricultural policy, enabling environment, market development, value chains, and technology transfer. She used her considerable knowledge of Mozambique's agricultural sector to guide the focus group interviews and the household survey. She and Mr. Easterling worked closely to conduct the evaluation, under a division of responsibilities whereby each person assumed a leading role for completing different tasks that were required for the evaluation. Ms. Mata made a substantial contribution to the development of the team's findings, conclusions, and recommendations, and writing the final report. She drafted the appropriate sections of the final report related to the focus group interviews and assisted in writing the results of the the household survey.

Jorge Tinga Francisco, Rural Development Specialist, has over 25 years' experience in food policy planning, agribusiness, small farmer capacity building, rural development and poverty reduction. Mr. Tinga worked closely with the Team Leader to conduct the open-ended interviews for the agricultural sector evaluation, and also played a key role in organizing and conducting the field interviews with project stakeholders. He also participated in developing the team's findings, conclusions, and recommendations, and contributed to drafting the final report.

Tunisio Camba, Survey Manager for ELIM Serviços, supervised the household survey. He was responsible for planning the household survey, work preparation and logistics, designing the data collection instruments, training the enumerators, monitoring and quality control of collected data, and for writing the field report.

Carlos Creva Singano, ELIM Serviços' Data Collection Specialist, has more than 15 years' experience in developing and administering national and regional statistical surveys in Mozambique. He worked with ELIM Serviços to conduct the household survey, as well as the interpretation of results. He was responsible for developing the sampling methodology, database design, field work, data analysis, data entry, data cleaning, and provided input into the field report for the household survey.

Mercio Banze, Logistics and Focus Group Specialist, worked closely with the other team members to coordinate their work schedules, to help arrange meetings, and to make in-country travel arrangements. This specialist also assisted with the arrangements for the focus groups, and served as a note-taker for focus group sessions chaired by the Senior Agricultural Specialist.

Adérito Cuamba, Interpreter, provided English-Portuguese interpretation services to Mr. Easterling as needed.

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ANNEX III: OPEN-ENDED INTERVIEWS, METHODOLOGY AND FIELD DATA

Open-Ended Interviews

Methodology

At the beginning of the ATB Agricultural Portfolio evaluation, the evaluation team organized itself into three sub-teams to carry out the information-gathering activities that were required. The different teams conducted the open-ended interviews, organized and held the focus group discussions, and conducted the household survey. The first sub-team, composed of the Team Leader and the Rural Development Specialist, conducted open-ended interviews with ATB project partners, stakeholders, and key informants, which are described in this Annex.

The open-ended interviews provided input into the team's findings, conclusions, and recommendations of the evaluation. Members of this sub-team interviewed key USAID officials as well as senior staff of the development partners and their sub-contractors that are implementing the seven ATB portfolio projects that were evaluated. This sub-team also interviewed senior officials of national institutions such as National Agricultural Research Institute (IIAM) and Economics Directorate at the Ministry of Agriculture (MINAG/DE), whose activities and institutional capacity have been strengthened by the interventions carried out through the ATB projects. Members of this sub-team also interviewed senior managers and staff of the organizations that operate in project-supported value chains, including NGOs and agribusinesses operators such as input suppliers, service providers, exporters, agro-processors and agricultural marketing companies. They interviewed NGOs and other organizations that support the MYAP small farmer beneficiaries; and they interviewed selected leaders of farmer organizations that benefit from the ATB agricultural portfolio as well as the USAID/DCA loan portfolio guarantee program. The sub-team conducted these interviews with the directors and senior managers of the farmer organizations, instead of small groups of project beneficiaries, as was the case for the focus groups. In this manner, the information obtained from these open-ended, in-depth interviews supplemented the information obtained from the focus group interviews and the data produced by the household survey.

The information obtained from the in-depth interviews was consolidated and analyzed by means of a thematic analysis using information categories related to the SOW evaluation questions. Information analysis by this sub-team was done under a process whereby multiple responses related to a similar theme were consolidated by different categories of respondents, and analyzed for general conclusions. In this manner, multiple responses could be consolidated for different types of respondents, and the information analyzed to determine common themes and similar issues. The information categories, or themes, were related to the SOW evaluation questions that are presented in the main report, and also provided information on cross-cutting issues such as gender that have been addressed by the evaluation.

To facilitate the interview process, the sub-team devised interview guides for the different categories of stakeholders that were interviewed. These guides provided a general framework for the discussions, which were part of the interview process. Since the discussions were entirely fluid and open-ended, the guides also served as a means to keep the dialogue focused on the general evaluation topics at hand.

The sub-team conducted open-ended interviews with numerous project stakeholders in Maputo, and visited MYAP and Agrifuturo projects and implementation partners, as well as PARTI research partners throughout Zambezia, Nampula, and Manica. The following sections of

this Annex contain a description of the work carried out, a list of the people interviewed, the work calendar, and the locations visited. Additional sections provide copies of the different interview guides used for different categories of stakeholders that were interviewed, and the final section contains the meeting notes written by the sub-team following each interview.

Evaluation tasks

The sub-team conducting the open-ended interviews completed the following tasks over the course of the evaluation:

Literature Review: The sub-team reviewed a considerable number of documents for background information on the different projects within the ATB agricultural portfolio. These included annual and quarterly project progress reports; annual work plans; the project Performance Monitoring Plans (PMPs) with the latest data on indicators and targets for the different ATB projects.

Sub-team members reviewed final reports for previous USAID projects for agriculture and rural development, as well as evaluation reports for previous agricultural projects

The sub-team also reviewed general information on USAID operations and its development strategy, including the USAID/ Mozambique Feed the Future Multi-year Strategy; Joint USAID-DOS Strategic Plan 2007-2012; Mozambique Country Assistance Strategy 2009-2014, and the Performance Monitoring Plan (PMP) for the ATB office.

They also reviewed technical reports on rural finance, food security, nutrition, household income, public-private partnerships, technology transfer, policy reform, and aspects of gender development in Mozambique.

Meetings and interviews with key actors: The sub-team conducted open-ended interviews in Maputo, and in Zambezia, Nampula, and Manica provinces. In Maputo, the sub-team met with the Contracting Officer Technical Representatives (COTRs) for the different ATB projects, members of the USAID evaluation staff, the USAID Contracting Officer, and a number of senior advisors, including those for agriculture, policy, rural finance, and trade. Sub-team members interviewed the Country Directors and senior staff of the different implementation partners for the MYAP projects, Agrifuturo, SPEED, and MSU. They interviewed the members of the PARTI project coordinating unit, along with the Mozambique representatives and technical specialists of the different international research centers (IRCs) that are affiliated with the Consultative Group on International Agricultural Research (CGIAR), which work through the PARTI project platform.

The sub-team spent four weeks conducting interviews in Zambezia, Nampula, and Manica. In these locations, they met and interviewed the regional directors and senior staff at the field offices for the ATB project implementing partners, as well as their subcontractors. Sub-team members interviewed numerous agribusiness entrepreneurs that participate in the Agrifuturo project as Agribusiness Service Clusters (ASCs), as well as directors of producer cooperatives that fill the role of Agrifuturo Farmer Owned Service Centers (FOSCs). They visited different agricultural cooperatives and producer associations that are beneficiaries of the MYAP project, and interviewed the leaders of these organizations. In these field locations, the sub-team members interviewed local government officials for agriculture, health, rural development, and donor coordination. The members of the sub-team also interviewed agricultural processors,

exporters, marketing companies, and input suppliers that have been linked with project beneficiaries. The following section provides a list of the different organizations that were interviewed by this sub-team.

Finalizing team conclusions and recommendations: The evaluation team members met frequently in Maputo, and occasionally at different field locations during the field visits period to share ideas and discuss key conclusions and recommendations. The respective "lead" person was responsible for incorporating the team's conclusions on the different topics within his or her assigned section of the final report. The team worked intensively in Maputo during the last two weeks of in-country project activity to finalize its conclusions and recommendations that were presented to USAID/Mozambique. The draft report was written after obtaining feedback from USAID on the presentation by the evaluation team.

Site Visits and Interviews

In Maputo, the team met with the USAID/ATB project management teams, and interviewed senior staff members of the project implementing partners, including the SPEED, MYAP, Agrifuturo, PARTI, and MSU; the team conducted open-ended interviews with officials at Banco Terra and Banco Oportunidade who manage the Development Credit Authority Loan Portfolio Guarantee Program with these banks; The team also interviewed current and past officials at the Ministry of Agriculture (MINAG) and the National Research Institute (IIAM) who are key informants for the MSU and PARTI projects.

The following is a list of organizations and the different people with whom the team held meetings and conducted open-ended interviews in Maputo:

1. Meetings with USAID/Maputo project management teams for the PARTI, SPEED, and MYAP projects, and the Senior Agriculture Advisor
2. Meeting with the MYAP implementing partners
3. Interviewed the Project Director and the Economic Policy Analyst for the SPEED project
4. Interviewed the MSU Project Director and the Senior Advisor for the MSU project
5. Follow-up interview with the MSU Project Director
6. Interviewed the USAID/DCA project officer for the Loan Portfolio Guarantee Program
7. Interviewed the Banco Terra Agricultural Manager
8. Interviewed the Agrifuturo BDS Director and the Agrifuturo Operations Manager
9. Interviewed the Agrifuturo Project Director and the Agrifuturo BDS Director
10. Interviewed the Agrifuturo M&E Consultant and the M&E Director
11. Interviewed the Agrifuturo Grants Manager
12. Interviewed the Agrifuturo Manager, Enabling Environment
13. Telephone interview with the Agrifuturo Manager, Chimoio
14. Interviewed the Executive Marketing Director, Banco Oportunidade de Mozambique
15. Interviewed the Regional Director of the International Rice Research Institute (IRRI)
16. Interviewed the Coordinator, PARTI Project Management Unit and the Director, EMBRAPA
17. Interviewed the Representative, International Potato Center, Mozambique
18. Interviewed the Representative, International Livestock Research Institute in Mozambique
19. Interviewed the Country Director, Adventist Development and Relief Agency, Mozambique
20. Interviewed the Country Director, International Fertilizer Development Center, Mozambique

21. Interviewed the Country Director, World Vision, Mozambique
22. Telephone interview with the Country Director, Feed the Hungry, Mozambique
23. Interviewed the Country Director, AfriCare, Mozambique
24. Interviewed the Country Director, TechnoServe, Mozambique
25. Interviewed the Investment Manager, TechnoServe, Mozambique
26. Interviewed the Country Director, Save the Children, Mozambique
27. Meet with the Donor Working Group at the World Bank office
28. Interviewed the previous Director, MINAG/DE
29. Interviewed the previous Director, IIAM
30. Interviewed the current Director, IIAM
31. Interviewed the representative of the International Maize and Wheat Improvement Center (CIMMYT) in Mozambique
32. Telephone interview with the CIMMYT Director, Harare, Zimbabwe
33. Follow-up interview with the USAID Agricultural Advisor

In Quelimane city, Zambezia, the team met DPA representative, MADAL, World Vision team, provincial department of health and was arranged the travel to the districts of Nicoadala were meetings held with SDAE, IRRI, two rice farmers' associations, and a pineapple farmers' association. In Mocuba the team met the agro-biofuel company, ADRA and farmers' association. In Gurue meetings held with TNS-Agrifuturo technician and IITA field research. The list of interviews is below:

34. Interviewed Agrifuturo Office Manager and M&E Manager in Quelimane;
35. Interviewed Provincial Director, Agriculture, in Quelimane;
36. Interviewed World Vision Regional Director in Quelimane;
37. Interviewed Madal Representative in Quelimane (Agrifuturo client);
38. Interviewed Provincial Director, Health, in Quelimane;
39. Visited District Agricultural Office in Nicodalia;
40. Visited IIRI community rice project with Licuar Village, Nicodalia District;
41. Visited IIRI-World Bank community support project at Muziva Village, Nicodalia District;
42. Interviewed World Vision Aprofruta Association in Nicodalia; pineapple production;
43. Interviewed DCA client Artie Steencamp in Macuba with ethanol manufacturing plant;
44. Interviewed ADRA Project Director in Mocuba;
45. Visited ADRA producer union Muhamade in Ohola Omale; saw warehouse for WFP marketing; interviewed leaders;
46. Interviewed Olanda Cipriano Fondo, seed supplier in Mocuba;
47. Interviewed Anacleto Remano Saint Mart, TechnoServe field agronomist for soybean production, Gurué;
48. Interviewed Carlos A.Pedro, IITA Senior Research Supervisor, Legume Project, Gurué;

By road the team drove to Nampula and meetings held with MYAP projects, with agribusiness companies that received AgriFuturo grants, farmers' associations and other stakeholders, including the following:

49. Interviewed the Agrifuturo Regional Manager, the TNS Agricultural Officer and the CLUSA Manager in Nampula;
50. Interviewed Agrifuturo staff: Post-harvest technician, Fruit Value Chain technician, Oilseeds and Pulses value chain technician; M&E Specialist

51. Interviewed Maputo Provincial Director of Agriculture;
52. Interviewed IITA Country Representative in Maputo;
53. Interviewed CEPAGRI representative in Nampula;
54. Interviewed Director General, Microcredit Association, Nampula;
55. Interviewed Director General, Cistér Mozambique, Ltd, Nampula;
56. Interviewed Andrew Cunningham, Director, NovosHorizontes poultry producer;
57. Interviewed General Manager, IKURU Producer Association, Nampula;
58. Interviewed CLUSA Cooperative Development Officer, SANA program, Nampula;
59. Interviewed IIAM Coordinator, National Cashew Research Program, Nampula;
60. Interviewed Rector, Lurio University, related to Aflotoxin Lab, Nampula;
61. Interviewed Director General, Condor Nuts, Nampula;
62. Interviewed AfriCare Regional Director, Nampula;
63. Interviewed Save the Children Regional Director, Nampula;
64. Interviewed Head, Technical Secretariat Team, Governor of Nampula;
65. Interviewed General Director, Corredor Agro, Nampula;
66. Interviewed Director, Moloque Agro Procesamiento (MAP), Alto Moloque; and
67. Interviewed Bakir Lozane, Lozane Farms, Alto Moloque.
68. Field visit and interviews with the directors with Agrifuturo Farmer Owned Service Centers/AfriCare Cooperatives 1)Moreno em Netia and 2) Cooperativa Ossukana, Nacololo, Monapo, Nampula;
69. Interviewed previous IFDC technician in Nampula;
70. Follow-up interviews with Agrifuturo staff in Nampula;
71. Inteviewed Administrator, Rei do Agro in Nampula;

The team had 10 working days in Chimoio visiting projects and doing interviews with following stakeholders:

72. Interviewed DPA, Chimoio;
73. Interviewed BOM - Chimoio
74. Interviewed Vinson G&G Farms,
75. Interviewed Agropecuario de Manica in Chimoio.
76. Interviewed Maneger of KKU (kulima Kunopeza Ulumbu) Cooperative
77. Interviewed General Director ISPM – Instituto Superior Politécnico de Manica
78. Interviewed Head of station IIAM – Sussundenga Research station
79. Interviewed Mr. Ben Meque – Emerging Farmer
80. Interviewed Mr. Bongece – Emerging Farmer
81. Interviewed Mrs. Maria de Conceição – Emerging Farmer
82. Interviewed directors and visited the Samora Machel' Association – Barue – Manica
83. Interviewed directors and visited Kulima Kuakanaka Cooperative – Barue – Manica
84. Interviewed Nzarayapera Seeds company
85. Interviewed CIMMYT representative – Chimoio
86. Interviewed Manager of DAN MOZ, Lda – ASC dairy company
87. Visited Kuguta Kuchanda cooperative and interviewed representative and AgriFuturo field work based in Sussundenga
88. Visited GAN-EL company and interview with manager – mango farm
89. Interviewed KPC – Graham Taylor – Manica
90. Interviewed IFDC – Chimoio office

91. Interviewed Phoenix, Ltda. – Kevin Gifford – Manica

Evaluation Limitations – Open-ended Interviews

An important limitation of the qualitative evaluation was the inconsistency of the PMP data between the different projects, even with similar objectives, and the lack of attribution of the Agrifuturo data to the project objectives. The evaluation team was unable to conduct meaningful analyses of the PMP data to provide insight into the different evaluation questions.

Another limitation was the open-ended interview team's inability to locate earlier project beneficiaries that had received assistance from Agrifuturo and its sub-contractors in the commercial forestry value chain in Lichinga, Niassa. In addition, the sub-team had initially planned to interview previous Agrifuturo producer cooperatives in Cuamba, Niassa, but learned that no substantive work had been accomplished in this location before the project was consolidated into Manica, Zambezia, and Nampula. Consequently, the sub-team was unable to travel to Niassa. Nor did the sub-team visit Cabo Delgado in view of the time that would have been required and the logistics difficulties, and the relatively limited amount of commercial agriculture and agribusiness linkage that is carried out in that province.

Many of those interviewed appeared to suffer from "donor fatigue", in that they have in the recent past received numerous requests for information and interviews by donor-funded programs and individuals. Due to their reluctance, it was, in many instances, difficult to schedule interviews.

Many of the senior staff of the International Research Centers (IRCs) that the sub-team had hoped to interview was not available due to their heavy travel schedule. In addition, a number of key agribusinesses the team had hoped to interview, such as Olam Industries was not available during the teams visits to their locations, nor was it possible to meet with key contacts such as the country representative of the World Food Program. Furthermore, the sub-team attempted to interview senior representatives of TechnoServe projects in Chimoio, Manica, and Gurué Zambezia, but they were not available.

Interview Guides

The interview guides used by the open-ended interview team are shown beginning on the following page of this Annex.

INTERVIEW GUIDES AND SURVEY INSTRUMENTS
OPEN-ENDED INTERVIEWS

INTERVIEW GUIDE – IMPLEMENTATION PARTNERS

Organization_____ Name of Person_____

Location_____ Date_____

Associated ATB Project_____

Background and relationship with ATB project	
Support to small farmers What support has your organization provided to small farmers? What results have been achieved in terms of increased production output, sales, productivity, quality, and employment by the beneficiaries? Can you provide numerical data to quantify these changes? Have you supported the adoption of improved technology by small farmers? What results have been achieved? What will be the long term impact of your efforts? How sustainable are the results?	
Rural and/or agricultural finance Has your project worked to facilitate rural/agricultural finance to micro, small, and medium borrowers? What were the results achieved? What will likely be the long term impact? Can you provide any data on the relationships between a) individual loan amounts and b) product sales, c) household income, d) employment, or d) productivity?	
Facilitating linkages between small farmers and supporting organizations Has your project helped to create linkages between small farmers and supporting organizations, such as FBOs, service providers, markets, agribusinesses, and providers of research and extension services? Which groups and organizations has your project worked with? What were the results achieved? What will likely be the long term impact?	
Facilitation and support for ag sector policy reforms Has your project provided support for ag sector policy reforms? Which organization did you support?	

What were the results achieved? What will likely be the long term impact?	
Community support What support has your project provided to local communities? What results have been achieved in terms of food security? What results have been achieved in terms of better nutrition? What was the growth in household income from agricultural and non-agricultural sources? Has your project brought about behavior change for community members in terms of nutrition, health, or food security? How sustainable are the changes made?	
Sustainability How sustainable are your assisted institutions or beneficiaries? What support do you provide to them? What are the results of your institutional capacity building and strengthening activities? How sustainable are the results/changes made?	
Coordination and harmonization with other entities To what extent has your project coordinated with other development initiatives and entities? What results have been achieved? What are the key challenges? What are the success stories?	
Gender Was gender incorporated into the design of your project? Is gender a factor in project implementation? What are the results achieved, with regard to support provided by your project to females?	
Public-private partnership (PPP) Has your project been involved in PPPs (i.e. partnership with private organizations to achieve development goals)? How did these partnerships come about? What have been the results achieved by your project?	
Project Implementation Are changes needed in the implementation strategy or the method used to implement the project? If you were starting over, what changes would you make? What are the main lessons learned from your implementation experience (good, as well as bad).	

General Comments – Topic	
General Comments – Topic	

INTERVIEW GUIDE - KEY ACTORS AND KNOWLEDGEABLE THIRD PARTIES

Organization_____ Name of person_____

Location_____ Date_____

Associated ATB Project_____

Background and relationship with ATB project What is the nature of your organization? Can you please provide a brief description, and a summary of your activities? What is the relationship between your organization and this ATB project initiative? How did the relationship develop? What support has your organization received from the project?	
Effectiveness In your view, how effective is the assistance provided by the project? What has been the project's effect on your organization? What has been achieved as a result of the assistance? Is this assistance relevant to your needs? Is it timely? Do you have any observations about the experience, qualifications, and effectiveness of the project management team, or of its technical advisors? On a scale of 1 – 10 (10 highest) how would you rate this project assistance in terms of its effectiveness and importance to your organization? Has this assistance resulted in increased availability, dissemination and adoption of improved technologies by agricultural producers?	
Impact What do you believe to be the project's greatest impact on agriculture? Has this support and assistance resulted in increased agricultural productivity? Has this assistance helped to increase agricultural sales? Has this assistance helped to increase farm household income? Has this assistance helped to increase access to financial resources? Has this assistance helped to increase small farmers' access to,	

and use of technology? Has this assistance helped to bring about agricultural sector policy reforms? Has this assistance had an impact specifically related to females? Has this assistance helped to link small farmers with FBOs or other service providers? Has this assistance helped to create public-private partnerships?	
Sustainability How sustainable is the strengthening of your organization that has resulted from project support? What will happen when the project ends? How sustainable is the adoption of improved agricultural technologies? How sustainable are the economic advances made by small farmers who are project beneficiaries?	
Coordination and harmonization with other entities Are there any relationships between the support provided by this ATB project and initiatives by other donors, NGOs, or international organizations?	
Other What are the main lessons learned from the implementation of this project that could be used for future projects? What, in your view, are the main limiting factors to agricultural development in Mozambique, and what should be done it overcome them?	

NOTE: Key actors and third parties are development partners, foundations and NGOs that work in collaboration with projects funded by the USAID office for Agriculture, Trade and Business (USAID/ATB) program. The questions that are asked on this questionnaire are directly related to the evaluation questions that were contained in the evaluation SOW.

INTERVIEW GUIDE – SMALL FARMERS AND BENEFICIARIES

Family Name_____ Name of person_____

Location_____ Date_____

Associated ATB Project_____

Background information Name of family; farm location and size, crops produced, area	
Relationship with ATB Support and assistance provided? Duration of assistance?	
Effectiveness What was the result (outcome) of the support you were provided? Was this relevant to your needs? Was it what you needed? Was it timely? How satisfied are you with the outcome (scale 1-10)?	
Impact Project impact on crop productivity Project impact on agricultural sales Project impact on family income	
Adoption of technology Have you adopted new technology through ATB? What are the five changes you have adopted (list)? What has been the impact of these changes? Are these changes sustainable? What will happen after the ATB program ends?	
Strengthening linkages with farmers Has the ATB program linked you with groups or service providers? Which organizations? What have been the results? Is this sustainable? Will it continue after the project ends?	
Government policy reforms Since the ATB project started, have you seen any changes in government services? What are these? What should GOM do to encourage agricultural development?	
Agricultural credit Have you received agricultural credit? What were the terms of the credit – interest rate, collateral, repayment period?	

What is the present status of the credit? What benefits did the credit provide? How do you rate the experience (scale 1 – 10)?	
Gender What is the role of the wife in the farming operation? Is the wife involved in selling the crops? Who handles the family income? What would happen to the farm if something should happen to the male head of household?	
Coordination with other programs Have you received support from other organizations or GOM? Which organizations? What was the nature of the support received? How helpful was the support?	
Public-private partnership (PPP) Has your project been involved in PPPs (i.e. partnership with private organizations to achieve development goals)? How did these partnerships come about? What have been the results achieved by your project?	
Project Implementation Are changes needed in the implementation strategy or the method used to implement the project? If you were starting over, what changes would you make? What are the main lessons learned from your implementation experience (good, as well as bad).	
General Comments – Topic	

INTERVIEW GUIDE – LOAN CLIENTS OF BOM AND BCO TERRA

Business Name_____ Name of person_____

Location_____ Date_____

_____ _____

Background information What is the nature of your business?	
Relationship with bank What is your relationship with BO or BT? Have you received a bank loan from this bank in the past? How often have you obtained loans this bank? Do you have any outstanding loans with the bank?	
Please describe the terms and conditions of the loan you were provided, and how you used the funds that you received.	
How did you arrange the loan? Were you approached by the bank? Or did you approach the bank with a request for loan?	
What have been the results to date? Was the loan used for the intended purpose? Have you been able to pay back the principal + interest in time? Is the interest charged by the bank too high, or is it reasonable compared to other banks?	
How about the collateral asked by the bank? Is it reasonable? Have you heard cases in your business sector where pledged collateral has been taken by the bank? Is this common or does it happen rarely?	
Has the loan helped you to start a business or expand your business?	
Did any females (wife; partner) participate in the investment? If so, what was their role?	
How satisfied are you with the experience with the bank's loan performance? How would you rate your level of satisfaction with the bank on a scale of 1 – 10 (10 highest)? Please explain.	
How often do they have contact with bank officers? Do they have access to them whenever they need? Have the bank officers been able to respond to clients questions/requests timely?	
Had you not been able to obtain a loan from this bank (or other banks), what financing alternatives would have been available to you? Would have these other financing alternative been more or less expensive than the loan from this bank?	
In addition to receiving the bank loan, were you provided any training or technical assistance to help you with the loan process e.g., writing business plans, bookkeeping, cash management? If technical assistance was given to you, was it	

helpful? If technical assistance was not given to you, would that have been useful?	
In addition to receiving the loan, have you been provided any production technical assistance, training, or other support from any project, NGO, or the Ministry of Agriculture to help with your farming or business activity?	
After you repay your current loan will you be able to finance your business with your own resources or will you need additional bank financing? Will you be able to obtain financing by yourself?	
Has the loan had any impact on your business activity, in terms of increased sales, increased income, increased earnings, increased employment and increased productivity?	

ANALYSIS OF INTERVIEW RESPONSES	
Information Categories	**Responses**
Support to small farmers	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Effectiveness	
Sustainability	
Coordination and harmonization with other entities	
Gender	
Public-private partnership (PPP)	
Coordination and harmonization with other entities	
Project Implementation	

Work Calendar

The following is the work calendar showing the schedule of activities that were carried out by the open-ended interview team during the evaluation

~ September 2012 ~						
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
						1
2	**3**	**4**	**5**	**6**	**7**	**8**
9	**10** Documents review	**11** Documents review	**12** Documents review	**13** Documents review	**14** Documents review; prepare Inception Report	**15** Submit draft Inception Report to USAID
16 Team Leader travels to Mozambique	**17** Team Leader arrives Mozambique Maputo	**18** Meet USAID teams Ag, PARTI, SPEED, MYAP, and senior management Maputo	**19** Meet the MYAP partners at SAVE offices; meet SPEED project; meet MSU project USAID Evaluation Officer (USAID Office) Maputo	**20** Meet USAID DCA project officer; meet Banco Oportunidade AgriFuturo Project (USAID Office) Meet PARTI management unit; CIP; ILRI at IIAM/PARTI Maputo	**21** Meet Banco Terra; IRRI Regional Director; (USAID Office) Maputo	**22** Team planning meeting with Agrifuturo for field visit Maputo
23 Maputo	**24** Interview ADRA Country Director; IFDC Country Director (USAID Office); World Vision Country Director; Telephone interview Food for the Hungry Country Director (USAID) Maputo	**25** National holiday: Planning; prepare final inception report Maputo	**26** Interview AfriCare Country Director; TechnoServe Country Director Maputo	**27** Interview USAID Ag Advisor; CIMMYT Representative; Interview Save the Children Country Director; Meeting with Donor Working Group (World Bank) Maputo	**28** ST-1: Interview Technoserve Investment Manager; Previous Director, MINAG/DE Maputo	**29** Interview Previous Director IIAM Submit final inception report to USAID Maputo
30 ST-1:Team travels to Quelimane City						

~ October 2012 ~						
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
	1 Interview DPA Zambezia Interview Agrifuturo M&E; Regional Manager Zambezia; Madal Company Representativea Quelimane Quelimane	**2** Interview World Vision Regional Representative Interview Provincial Health Officer, Zambezia; Interview District Ag Officer, Nicodalia Quelimane Quelimane	**3** IIRI Field Visit Licuar Village and Muziva Village, Nicodalia; Visit World Vision AproFruta Association, Nicodalia; visit pineapple farm with World Vision Quelimane Quelimane	**4** Drive to Macuba, Zambezia Visit ASC Artie Steencamp, Banco Terra client Macuba	**5** Interview Farai Muchingel, ADRA Project Director Visit ADRA Cooperative Union Munhamade at Ohowa Omale Interview Olanda Cipriano Fondo, Seed Dealer Macuba	**6** Drive to Gurue Interview Anacleto Remane Saint Mart, Technoserve Seed Technician; Interview Carlos A. Pedro, Senior Resarch Supervisor, IITA Gurue
7 Drive to Nampula Interview General Manager, IKURU Cooperative Nampula	**8** Interviews Nampula Provincial Agriculture Director; Agrifuturo Regional Director; IITA Country Representative; Director CEPAGRI; Director Micro-credit Association Nampula	**9** Interviews CLUSA Country Manager; Director General CISTER Mozambique; CLUSA Project Manager, SANA; National Cashew Research Coordinator Nampula	**10** Follow-up interview with Agrifuturo Regional Manager; TechnoServe Operations Manager;University Lurio Rector; Agrifuturo Quality Advisor Nampula	**11** Interview Factory Manager Condor Cashew; Condor factory tour; Interview Agrifuturo Fruit Value Chain Leader; Interview Agrifuturo Oilseeds Value Chain Leader; AfriCare Regional Director Nampula	**12** Interview President, Novos Horizontes Poultry; Technical Secretariat, Nampula Governor's Office; Interview Save the Children Regional Director; Corredor Agro Director Nampula	**13** Drive to Alto Moloque; interview Director, MAP cashew factory and factory tour; interview Administrator and Director, Lozane Farms; drive to Nampula Nampula
14 Team meeting Nampula	**15** Visit AfriCare producer Cooperative Morena em Netia Ltd. and Cooperative Ossukaru in Nacololo, Monapo Nampula	**16** Interview IFDC previous AIMS-II Regional Manager; telephone interview SPEED project;Agrifuturo M&E Specialist; Interview Rei do Agro Business Manager Nampula	**17** Travel Nampula-Beira-Chimoio Chimoio	**18** Interview Provincial Director of Agriculture; CIP Director; Banco Oportunidade Field Representative Progress report submitted to USAID Chimoio	**19** Interview previous IFDC AIMS-II Project Director; Agrifuturo M&E Director; Dengo Comercial, Ltda. Seed Distributor; President, Fruticentro Fruit Producers' Association Chimoio	**20** Field visit with CIP to AgriMaco Farm; OFSP vine producer; Interview President, SIWAMA Representative; Technoserve Field Agronomist,Soybean Value Chain Project Chimoio
21 Chimoio	**22** Agrifuturo Field Visit to ASC Njerenje Farm, Kota Benard; ASC Phoenix Seed Kevin Gifford; Emerging Farmers Jose Mequi, Selemane Bongace, Maria da Conceicao Chimoio	**23** Agrifuturo Field Visit to ASC Agripecuario de Manica Marvyn Collyer; Interview KKU Cooperative Manager; CIAT Field Technician Elias Machava; Director, ISPM Polytechnic Institute Chimoio	**24** Field trip to Barue with BOM credit officer and Agrifuturo area manager; interview FOSC Samora Machel; FOSC Culima Cuacamaca in Neudze, Manica; ASC Sementes Nzara Yapera seed producer Chimoio	**25** Visit IIAM Zonal Research Station; interview Sussendenga center Director; visit ASC Danmoz, Ltd. (previously Everitz); Henrik Ellert Chimoio	**26** Drive to Dombo, visit Kuguta Kuchanda Cooperative; interview Agrrifuturo Area Manager; visit EAM Mango Farm, Dombo; Interview Jaq Smit, Owner Chimoio	**27** Visit ASC Vinson G&G in Manica, interview Graham Taylor; interview IITA representative Jordao Carvalho Travel Chimoio-Beira-Maputo
28 Maputo	**29** Interviews Agrifuturo M&E consultant, Stephen Wingert,; Anabela Mbota, M&E director,; Interview Agrifuturo Grants Manager Maputo	**30** Telephone interview CIMMYT-Harare Peter Setinela; Interview MSU Coordinator, Dr. Rafael Uaiene Maputo	**31** Telephone interview Stefano Gasparini, Manica Regional Manager Maputo			

~ November 2012 ~						
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
				1 Interview Agrifuturo Technical Director; COP Interview IIAM Director Maposse Maputo	**2** Interview Agrifuturo Policy Director Carlos Moamba Maputo	**3** Prepare USAID presentation Maputo
4 Maputo	**5** Prepare USAID presentation Maputo	**6** Prepare USAID presentation Maputo	**7** Prepare USAID presentation Maputo	**8** Prepare USAID presentation Maputo	**9** Informal briefing and presentation to core USAID team Team meeting Maputo	**10** Revise USAID Presentation Maputo
11 Maputo	**12** Revise USAID Presentation Maputo	**13** Write report Maputo	**14** Prepare USAID presentation Maputo	**15** Prepare USAID presentation Maputo	**16** Deliver presentation to USAID on evaluation findings, conclusions and recommendations Maputo	**17** Team Leader departs Mozambique
18	**19**	**20**	**21**	**22**	**23**	**24**
25	**26**	**27**	**28**	**29**	**30**	

~ December 2012 ~						
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
						1
2	3	4	5	6	7 Receive USAID comments on draft report	8
9	10	11	12	13	14	15
16	17 Submit draft evaluation report to USAID	18	19	20	21	22
23	24	25	26	27	28	29
30	31	**Notes:**				

~January 2013 ~						
Sun	**Mon**	**Tue**	**Wed**	**Thu**	**Fri**	**Sat**
		1	**2**	**3**	**4**	**5**
6	7	8	9	10	11	12
13	**14**	**15**	**16**	**17** **USAID provides response to draft report**	**18**	**19**
20	**21**	**22**	**23**	**24** Submit final evaluation report to USAID	**25**	**26**
27	**28**	**29**	**30**	**31**	**Notes:**	

PEOPLE INTERVIEWED
BY THE OPEN-ENDED INTERVIEW TEAM

People Interviewed by the Open Ended Interview Team		
People met, and titles	**Address**	**Telephone, Fax, E-mail contact**
Abt Associates/AgriFuturo		
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Universities and High Institutes (MSU – Michigan State University, UniLurio and ISPM)		
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People met, and titles	**Address**	**Telephone, Fax, E-mail contact**
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SANA Program (AfriCare & Save the Children)		
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Research Instutions and Related (IIAM, IIRI, ILRI, IITA, CIP, IFDC)		
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Interview Notes:

The interview notes that were written by the members of the open-ended evaluation sub-team after the interviews were conducted are shown on the following pages of this Annex:

MEETING NOTES
RELATED TO POLICY

Organization: USAID SPEED Project	Name of person: Bridget Helms, Project Manager Rosario Marapuse, Analyst
Location: Maputo	Date 09.19.2012

Associated Project: SPEED

Information Categories	Responses
Overview	SPEED is not an agricultural project; it is a policy project whose purpose is to improve Mozambique's business environment. It works in three areas: 1) To improve Mozambique's standing in the World Bank's international "Doing Business" indicators for 183 countries around the world, and to regain the losses in standing that Mozambique has recently suffered; 2) to enhance the competitiveness of Mozambique's economy, in light of the "natural resource boom" of mining exports that has led to a strongly valued currency and lack of competitiveness in international markets for other export products; 3) to enhance transparency in the policy and regulatory framework – in general, Mozambique's regulatory framework is highly suitable, but implementation is ineffective. The over-arching theme for SPEED's work is the resource boom fueled by the extractive industry that leads to a very strong currency that hurts the country's export competitiveness in foreign markets. SPEED is 100% demand driven, and responds to requests to help correct problems related to dysfunctional policies. Ms. Helms believes "there is no such thing as a SPEED project; we only work through other projects and organizations". The project considers itself to be a "swat team of problem solvers". It works to shorten the time to obtain construction permits (and thereby enhance Mozambique's standing in the World Bank "Doing Business" indicators); to analyze Mozambique's "resource curse" of mining exports, and to review tax issues that affect agribusinesses and to recommend solutions. SPEED is a four-year project that has been running for two years. It started with 45 sub-projects, but has recently become more focused.
Support to small farmers (SFs)	SPEED provides no direct support to small farmers.
Technology Adoption	
Rural and/or agricultural finance	SPEED had a small assignment to assist the Bank of Mozambique to analyze a draft law to establish private credit bureaus, as part of business enabling environment.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy	SPEED supports MINAG, CTA, and the Tax Authority. SPEED's biggest contribution to the agricultural sector has been to provide a senior, embedded advisor within MINAG to head the work to develop a national investment

reforms	strategy as part of the CAADP Compact. SPEED also collaborates with the private sector confederation, CTA, to resolve tax issues that affect agriculture. A recent issue began as a problem of obtaining VAT reimbursement, but it eventually evolved into discrimination against small farmers. USAID requests that SPEED tackle policy issues that Agrifuturo should be doing, but does not do. The reason is because SPEED is more flexible.
Impact	The main issue is that the biggest impact on the agricultural sector will be the "Dutch Disease" of a non-competitive agricultural export industry due to the high currency exchange rate for the Metecal.
Effectiveness	The most effective area is SPEED's work with the World Bank's "Doing Business" indicators. These related reforms are led by the Ministry of Trade and Industry.
Sustainability	SPEED does very little capacity building, and is therefore not involved in the sustainability of its supported organizations. SPEED helps CTA to become more effective, more organized in its approach, and better able to deal with government. However, it is doubtful that CTA is sustainable without continued support.
Coordination, harmonization and synergy with other entities	The SPEED project works closely with CTA. The project funds the salaries of the DCA Director, and the Senior Advisor there. CTA is intended to be the voice of the private sector with regard to policy issues. In general, SPEED tries to work closely with the private sector to help them get a reform agenda. Everything that SPEED does is through other organizations, such as working groups, the Tax Authority, CTA, and MINAG for coordination and harmonization.
Gender	
Public-private partnership (PPP)	SPEED is supporting tourism development in northern Mozambique, near Pemba. SPEED also helped to draft the PPP law.
Project Implementation	

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Organization: USAID SPEED Project

Name of person: Brigit Helms, Project Manager

Tel. 82 065 3735; Brigit_helms@dai.com

Location: Maputo

Date 10.16.2012

Associated Project: SPEED

Information Categories	Responses
Overview	The evaluation team contacted Brigit Helms by telephone to discuss the collaboration on policy issues between SPEED and Agrifuturo (AF) projects.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support	

for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	Overall, there has not been much coordination between SPEED and AF. There have never been systematic meetings where the two organizations sat together to review issues and problems and to coordinate their efforts. Contacts have been ad hoc, and opportunistic. There has never been a conversation to define the relative roles and responsibilities of the two organizations. For example, the two organizations have had a joint involvement in two areas: 1) the VAT issue for agricultural products, and 2) the Technical Director of AF contacted SPEED for support on the white fly problem that is blocking banana exports to other countries in southern Africa. SPEED relies on USAID to identify problem areas and to assign it tasks, and depends on senior management in the ATB office to orient its efforts. AF has been involved in some regional and agricultural policy issues for which SPEED would not normally become involved. These include problems such as the Nacala port infrastructure, the importation of agricultural inputs, and seed policy. SPEED is funding/supporting the embedded advisor, Luis Sitoa at MINAG, who is a key advisor to the Minister and has been instrumental in the CAADP compact investment plan and the New Alliance for Food Security. USAID seems to select SPEED instead of AF to accomplish important tasks that require a quick turn-around and quick results, such as organizing the recent one-day US-Mozambique Business Conference, and the Agribusiness Forum for the G-8 Grow Africa initiative. SPEED was requested by USAID to organize these events, when, in the opinion of Ms. Helms, this work would have been more appropriate for AF to carry out. She believes that the reason is because SPEED is more flexible and demand-driven; it can move quickly, and is effective, whereas AF is organized as a more traditional project that is slow and bureaucratic, and for which a quick response is extremely difficult. SPEED is now heavily involved in strategy analysis and assessments. However, it is willing to drop everything to accomplish these quick turn-around tasks. Who is to say what SPEED should or should not be doing; it is a matter of being practical.
Gender	
Public-private partnership (PPP)	
Project	

Implementation	

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Organization: USAID MSU Project	Name of person: David L. Tschirley, Advisor and Rafael Uaiene, Prpject Director
Location: Maputo	Date 09.19.2012

Associated Project: MSU

Information Categories	Responses
Overview	MSU began working in Mozambique in 1991. Its first project was to support the Ministry of Agriculture to create the national market information system (SIMA). MSU conducted surveys, trained Ministry people, and incorporated Masters-level staff. MSU wrote research papers, and published flash reports on the SIMA output. Afterwards, with the start of the PROAGRI project, the project management saw a need for MIS. MSU helped to create a department around this need and then mainstream it. MSU encouraged hiring college graduates at slightly above minimum salaries, and people were converted to permanent employees so that a staff was built. New people were provided 3-4 months of full time training. MSU was also involved with the policy analysis department of DAP, and did a similar process for staffing. In 2002, MSU applied the same model when IIAM was newly created. New hires such as agronomists and ag engineers were brought directly into Civil Service to work with socio-economic data analysis, policy analysis, and program designs. Of all the people brought in, less than 50% remain in the Civil Service. Lots of people have been spun off into the private sector. This has required lots of human resource development. Since the mid-2000s, MSU assistance at MINAG's Economics Department (DE) has dropped, and funding support for DAP has also declined. The IIAM Center for Economic Studies (CESE) is still funded at about the same levels as it was in 2003.
Support to small farmers (SFs)	
Technology Adoption	The individual research projects disseminate their information. They talk about their research findings in public, at large, as well as small meetings, including events outside Maputo. The website is attractive, and is a good means to disseminate information.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	

Facilitation and support for ag sector policy reforms	Now that the present USAID grant to MSU is coming to a close, MSU would like to build the capacity of a unit dedicated to research to be linked to the public sector on policy issues. Similar organizations have been established in Kenya at Edgerton University, and in Zambia through an NGO. In Mozambique, MSU is supporting the creation of the Agri-food Research Center (CEPAG) at the Eduardo Mondlane University in Maputo. Active links are anticipated between CEPAG and government agencies such as the Central Bank, Ministry of Industry and Commerce, MINAG/DE, CESE, and other Ministries. This would especially apply to DE and DAP, where participants could analyze and interpret issues and do short notes on policy issues; prepare briefs; analyze issues such as import subsidies, and work through a Policy Advisory Council, composed of representatives of government and the private sector. CEPAG could also fund Masters Degree people assigned to different government agencies. MSU has worked hard to build capacity, but keeping people in these government units is difficult, particularly without Civil Service reform. MSU wants to maintain strong support for CESE. The project will definitely not be leaving CESE.
Impact	CESE opposed imposing a tax on the export of unprocessed tobacco, which would have given an effective monopoly to Ligget and Meyers Tobacco.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	Policy wins are difficult in the policy environment in Mozambique. For example, there is lots of pressure to close borders.

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Organization: Min. Ind & Commerce (MIC)	Name of person: Victorino Xavier, National Dir. Economics, MIC, victorinoxavier2@gmail.com
Location: Maputo	Date 9.28.2012

Associated ATB Project: Previously associated with MSU policy project at MINAG

Information Categories	Responses
Overview	Mr. Xavier was previously the Director of the Department of Economics at MINAG and in this role was closely associated with the MSU policy support project. USAID support to MSU is approximately US $1.2 million per year, plus a separate support program for IFPRI amounting to approximately $250K per year for three years to institute the CAADP compact.
Support to small farmers (SFs)	
Technology	

Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	MINAG has a long relationship with MSU at the national as well as the provincial and district levels. For example, in Nampula, MSU supported cotton marketing studies. In Maputo, MSU supports the national research institute IIAM, and the economics department at MINAG. MSU has worked in several key areas: 1) agricultural statistics – NIS is the authority, but MINAG produces ag statistics; 2) support to SIMA market information system, and collects market information at different markets that is disseminated by text messaging and by weekly publications. This database is useful for academics and WFP as well. 3) IFPRI, with the support of USAID and CIDA worked closely with the GOM to help create and support the CAADP Compact that is now in effect for Mozambique. IFPRI supported the entire process from the initial studies to the eventual signing.
Impact	It is too soon to measure the impact – more time is needed.
Effectiveness	IFPRI, USAID, Swedish Aid and ICRISAT have collaborated for capacity building at the Department of Economics (DE) at MINAG. They helped conduct key evidence studies and coaching for monitoring of agricultural performance. With this support, DE was able to write a report on CAADP indicators that met international standards, and to conduct an expenditure review on the amount of spending for agriculture compared to the 10% goal, per the CAADP Compact. Rating of support provided: MSU = 8 of 10; IFPRI = 6 of 10 (IFPRI support did not come on time). Capacity building ended in 2012. After the CAADP Compact, the DE has received support from Agrifuturo to analyze agribusiness constraints related to AGRA and the agribusiness part of the CAADP compact.
Sustainability	There are lots of GOM activities that are highly questionable with regard to sustainability. The main challenge is the type of farmers and their lack of competitiveness. USAID supports the private sector as a sustainable way to support agriculture by confronting challenges such as land, credit, and market access. In this manner, USAID is pushing for sustainability, but GOM has a different approach and is engaged in many questionable activities. For example, GOM is building state-owned grain and rice processing plants in Tete. The private sector is trying to convince government to build soybean silos for private use. With regard to institutional sustainability (i.e. of USAID-supported institutions) the goal is to build the capacity of different institutions. In terms of how well this is evolving, the supported institutions have lots of output studies, workshops and seminars, and are doing well in this regard. However, the difficulty is to convert these good thoughts into concrete actions. The government is doing good work on studies, but 80% are not used. The challenge is how to translate the studies into fora where government is present, and engaged. Normally, government is not involved. The overall rating for sustainability is 8 of 10.

Coordination, harmonization and synergy with other entities	Mozambique is an excellent example of partnerships between government and donors, and coordination between donors such as working groups that support the private sector. Plans and activities are generally harmonized with the planning system. There is lots of interaction with the Ministry of Planning and Development, which is the entity responsible for reporting on the key indicators. The Poverty Reduction Strategy is the leading document. Also, there are budget support indicators to monitor the goal of providing10% of the national budget to the agricultural sector as specified by the CAADP Compact. Cross-ministry fertilization is a challenge, since individual ministries tend to work in silos. However, agricultural problems cannot be resolved by MINAG alone. For example, MTI is involved in ag marketing and processing; the Ministry of Health in food safety, etc. Another problem is the lack of reliable data on crop production and surplus availability. For example, MTI is building grain silos in which to store emergency grain supplies, but grain is not available to be stored in the silos.
Gender	
Public-private partnership (PPP)	A big step forward is the present alliance being created by the World Economic Forum and the Africa Union to engage in partnerships with private business in support of the CAADP investment plan, as well as initiatives that are coming from G-8 countries for food security and nutrition. Presently, GOM has made and affirmed its policy commitments and is enlisting the support of international private sector organizations and international donors to implement its investment plan. However, a challenge in Mozambique is that the private sector is weak, and in many ways has similar ideas as the government.
Project Implementation	The GOM now realizes that for agricultural development, it is necessary to work with all segments of the ag sector, including big companies. GOM is now open to dialogue; there is now a forum for policy discussion between the Minister and the leading donors. However, what is missing is government ownership – that is, how government will own the good ideas coming from the exercise with partner organizations. In formal terms, Mozambique has a market economy. However, instead of an "invisible hand" guiding the market economy, GOM appears to be seeking a "visible hand" similar to the Chinese economic system. Under this environment, USAID should continue the "good things", such as its private sector support program. This is not ready to be left alone. The GOM agribusiness strategy needs support through CEPAGRI. Key institutional support such as that provided by MSU should be continued. Agricultural value chains should be supported not through only one Ministry, but through the different Ministries that are involved. For example, MTI has responsibilities for post-harvest, quality issues, and marketing under its trade portfolio .

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Organization: Michigan State University	Name of person: Rafael Uaiene, Ph.D, MSU Project Director Tel. 82 317 3450 E-mail uaienera@msu.edu
Location: Maputo	Date 10.30.2012

Associated Project: MSU

Information Categories	Responses
Overview	MSU has supported the Mozambican government for the past 20 years in different capacities. Dr. Uaiene has been in his present position for only six months , since April 2012.
Support to small farmers (SFs)	
Technology Adoption	Dr. Uaiene recognizes the problem that most MSU studies remain "on the shelf". It completes working papers, research papers, and analyses; it prepares 6-page flash reports, and not even the six pages are being read. It also organizes policy dialogues, that the policy makers to not attend. MSU needs to convince people that evidence-based policy is much better than non-evidence-based policy. This deficiency reflects a lack of education and a lack of interest. MSU is now preparing input into the CAADP Investment Plan. These are areas where studies have been performed, but they are not read. MSU's strategy is to sell these concepts internally, within government, by working to influence the senior staff within government institutions. The alternative approach would be to "make noise" in the public forum – to work through civil society to provide evidence to the public and allow public opinion to influence policy. This approach has worked with some independent policy think-tanks such as that of Carlos Branco, a proponent of taxing mega-projects.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Small farmers are not organized. They are voiceless, isolated, and powerless. Less than 5 percent are organized into producer organizations, which themselves are institutionally weak. Once external support is taken away, the producer organizations are not sustainable. There are only a few marketing associations, which can be sustainable.
Facilitation and support for ag sector policy reforms	The relationships between MSU/MINAG and MSU/IIAM are generally good. MSU has had some policy successes with MINAG, although it is hard to determine attribution for its activities. Recently, MINAG proposed establishing a monopoly processing plant for tobacco products that would have been detrimental to small-scale producers. MSU wrote a paper explaining why this was not a good idea and influenced the decision making that stopped this from happening. MSU and IFPRI have supported the CAADP process They both helped with the Compact, and with the Agricultural Sector Development Strategy. MSU is now involved in creating the Agricultural Development Plan for CAADP, which is scheduled for completion during the first week of December 2012. MSU has also worked with Agrifuturo and SPEED, along members of the PARTI Platform on an advisory role to strengthen the capacity of IIAM. Also with SPEED, MSU is analyzing the impact on the agricultural sector of the continued appreciation of the Metical against other currencies. MSU has contributed to the workshops and seminars organized by Agrifuturo to disseminate and review the information continued in the AGCLIR policy analysis of the agricultural sector.
Impact	

Effectiveness	MSU has worked to strengthen the institutional capacity of MINAG and IIAM, and it has largely achieved its goals. It began working through MINAG to address issues of data and information. It introduced the household survey, which has become the flagship for data gathering by the Ministry. The first survey was conducted in 1992. These agricultural census are planned to be completed each year, with an agricultural census carried out between the surveys. MSU also introduced the rural household income surveys, known as TIA, and trained people to run the survey. The TIA survey is planned for every year, with a "light" survey taking place every third year. The new master plan for statistics calls for a new integrated agricultural survey, which will serve to collect data used for forecasting and for providing an early warning for food insecurity. However, even today, MINAG relies on technical assistance from MSU to do the sampling frame and to conduct the survey. MINAG has not yet been able to conduct these surveys 100%. They still lack the capacity to do data analysis. MINAG has a statistics unit without a single statistician. The Ministry has failed to assemble the right skills. Consultants come, and there is nobody to train or coach. It is impossible to have a good coach without players. MINAG can say it has one of the best statistics departments in Southern Africa, but it has been run down. There is a need to look at price increases since 2008 and its effect on farmers. Another area of institutional support by MSU is to conduct policy analysis. This support began in 2002 – 2003, when the Vice-Minister created a policy analysis unit. Now, ten years later, the department has been reduced to 2-3 people who are unable to conduct policy analysis. They are thinly spread and poorly staffed, and work somewhat as a fire brigade, instead of doing policy research. The department does not have the right mix of people. There are no PhDs; only two or three people have a masters' degree, and one person has a BS degree. Many of the MINAG staff have moved on to greener pastures – some to the World Bank and some to MSU. The main issue is poor staff retention and motivation. Even if new staff is hired, they do not last for very long. This unit was very strong at the beginning, since it was staffed by consultants instead of civil servants. A similar situation occurred earlier with the CIDA-funded MOZSAKSS initiative that was supported by IFPRI, with support from an ICRISAT program on investment analysis. The government never staffed the department, and the attempt at policy analysis failed. In effect, the Ministry is not an effective organization for policy analysis. The Ministry is better for implementation than it is for research. MSU's new idea is to create a center (CEPAG) at the Eduardo Mondlane University (EMU) with a critical intellectual mass, located outside the Ministry. Since the center will be based at the university, skills should be available. Furthermore, as an independent organization it will be easy for the center to interact with different ministries and government agencies, such as the Central Bank.
Sustainability	In 2004, MSU was given a new award to assist IIAM to create the capacity to conduct basic socio-economic studies, primarily focusing on crop budgeting. MSU trained newly-hired staff in four zonal centers. In each one, a team of two socio-economists were hired to work with plant breeders and agronomists to incorporate socio-economic concepts into their research. Presently, there are only two socio-economists that have a masters' degree, although three others

	are studying for a masters' degree. Unfortunately, IIAM has still not succeeded in incorporating socio-economic concepts into agricultural research to better understand why farmers do what they do. There is still very little interaction between the two groups. However, at least now everybody know of the need to integrate socio-economic concepts and plant research. Crop budgeting continues to be extremely limited within the Ministry. For example, nobody knows how farmers grow maize today. The numbers are very limited – MINAG only has data on parastatal production practices during the 1980s. MSU works with three important departments at MINAG and IIAM. All three institutions still need MSU support; they are not able to "graduate" from MSU assistance. With IIAM, with an influx of qualified staff, it might be possible to "graduate" CESE. It is doubtful if MINAG Policy Analysis would ever graduate.
Coordination, harmonization and synergy with other entities	The TIA surveys collect information at the farm level but not at the plot level. There is limited information of product yields by small farmers. Information is available on national averages, but nobody knows local yields. MSU is now designing the questionnaire for on-farm surveys to be carried out on behalf of Agrifuturo to collect information on the contribution margin obtained from different crops. MSU will also develop plot-level analyses and surveys of the areas around the zonal centers as a means for obtaining the information required by Agrifuturo under its PMP.
Gender	
Public-private partnership (PPP)	
Project Implementation	It is difficult to locate local qualified people to substitute for MSU staff that work in support of institutional strengthening at MINAG and IIAM. The alternative is to locate good candidates for training, and send them for overseas training. However, identifying and locating good people to train is also difficult. For example, MSU has found two highly qualified females to send for training at Michigan State, but their family and social ties limit their mobility. It is difficult to simply pack up and move to the USA. ,

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Organization: Agrifuturo Project	Name of person: Carlos Moamba, Director, Enabling Environment, Tel. 82 3063 20;3 Carlos.moamba@agrifuturo.com
Location: Maputo	Date 11.2.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	
Support to small farmers (SFs)	

Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	Most of the policy work done by Agrifuturo is to conduct basic policy analysis. It conducted the AGCLIR analysis in 2010 as a means to inform the government of the policy problems that affect the agricultural sector. Agrifuturo wanted to analyze problems in agricultural value chains to determine what can be done to inform reforms in this area. The required policy change is being implemented by government institutions such as MINAG and the Ministry of Trade and Commerce. Agrifuturo embarked on the analysis of the Nacala port as a means to support its client organization, Matanusca, whose export operations are affected by high port costs. Agrifuturo analyzed the cost and logistics structure of the port, and determined that direct port costs *per se* are not excessive, but the cost of importing and exporting through the port is extremely high due to the time lost, documentation requirements, and general inefficiency. The available space within the port area is too small for efficient operations, and the port operator has established an additional dry port outside the pier area to alleviate some of the port traffic, and as a location where containers can be stored. The Nacala port is privately operated, and the operator charges charges the users a fee for using the dry port. Agrifuturo has also collaborated with the Southern Africa Trade Hub (SATH) in Gaborone to conduct a regional analysis through the Nacala and Beira Corridors, including the ports, railroads, border crossing, and cargo transport. The study is intended to stimulate discussion and to create a dialogue toward finding solutions, and is already generating controversy. The government has denied some of the findings of the study, even though the sources of much of the information in the study are government agencies. It is well known that the ports have plans to improve the port infrastructure, primarily to facilitate the exports of mining companies. For example, one exporting company is considering a large investment in a coal export terminal. Port operations will be adapted to the infrastructure that is installed. An important issue is the procedures and the number of documents that are required to import and export products. Trucks are stopped and shipments are often delayed as a result of the excessive time required for paperwork. Port customs and phytosanitary documentation requirements are onerous. A "single window" with simplified procedures is needed to speed up the documentation process. Sometimes, however, the users themselves delay the process due to their lack of knowledge of the required procedures. Agrifuturo has a consultant working at Beira to help accelerate the process by supporting users with follow-

	up training, to develop manuals, and with the "how-to" procedures for import and export. The ports themselves are not entirely at fault for the high cost and time required to ship goods through the two corridors. There are many reinforcing factors that work together to slow the process, including bad roads, truck traffic, railroad operations, and documentation requirements. For example, the corridor roads, are very bad, especially between Manica and Beira. Regional borders require that goods be cleared twice, by both countries at the border. Regional trade integration is needed to alleviate this problem. SATH has a pilot project to provide a border clearance process linking Mozambique and Botswana. Agrifuturo is supporting MINAG to develop its strategy and to compile data on fruit fly intensity for its negotiations with South Africa and Zimbabwe on removing the suspension of fresh fruit exports to these countries. It is working with the MINAG Department of Plant Health, with technical support from Eduardo Mondlane University (EMU) to monitor and survey the incidence of fruit fly in central and northern Mozambique. This effort is also supported by the World Bank, FAO, and the International Centre of Insect Physiology and Ecology (ICIPE) in Kenya. Under this initiative, Agrifuturo has developed tracking maps showing the movement and density of the insects, and a comprehensive report has been prepared. Government officials from Zimbabwe came to Mozambique to see the results, and to decide if that country can open the border for fresh fruit from Mozambique. As a result of the visit, the technicians from the two governments agreed on certain products that can be exported to Zimbabwe, but the two countries now have to reach agreement at the political level. What is now required is to finalize the analytical effort. Technical reports have been completed including the "Analysis of Fruit Fly in Mozambique – a Socio Economic Analysis". A definitive document must be written that defines the problem and provides recommendations. The Monitor Group is helping MINAG develop a strategy to implement the policy recommendations. Agrifuturo has supported the efforts of EMU and MINAG to conduct these trials, and has provided lab equipment for the government lab at PEMBA. The project also supported EMU and MINAG to attend a conference in Greece where they presented a report on the fruit fly issue, and published a report abstract. All these activities supports the efforts to open borders. As a result, it is now possible for Mozambique green bananas to be distributed throughout the country; shipments were previously blocked from and northern Mozambique into southern Mozambique. Presently, bananas can be shipped into South Africa from southern Mozambique, but not from northern Mozambique. Agrifuturo is also working with MINAG and ICIPE to development a treatment program for fresh mango fruit that will permit its shipment into neighboring countries. MINAG, alone, is leading this effort, but its efforts are hampered by limited resources. Agrifuturo (through TechnoServe) is also developing a roadmap for agricultural investments with specific information on how to obtain land in Mozambique. TechnoServe is developing a model for consultation, along with guidance on establishing productive and harmonious relations between large agricultural investors and local communities, using World Bank general guidelines as well as those that have been developed in Mozambique. Presently, many agricultural

	investors are not adequately sensitive to community relations. Agrifuturo supported the SPEED project to help resolve problems related to value-added tax (VAT) charges on agricultural products . SPEED conducted an analysis on agricultural VAT, and learned that even though agricultural products are in general exempt from VAT, some people are still required to pay VAT on agricultural products. Agrifuturo took SPEED to the field, and helped organize workshops with stakeholders, including the tax authority. CTA is presently negotiating a 100% exemption for agriculture. Processors and exporters do not have to pay VAT. If you buy from farmers, they to not have to pay VAT. Only agents have to pay VAT, which is the problem. Agrifuturo confronts other tax issues on behalf of its clients, such as the issue classification of imported agricultural products. For example, Corridor Agro recently imported large, portable light weight grain storage containers, known as "cocoons" that were assessed duties by the Customs Authority. Agrifuturo sent a letter to MINAG informing of the improper assessment, and is addressing the issue with the Ministry of Finance and the Customs Authority through CTA. Agrifuturo is supporting MINAG to help the government cashew authority, INCAJU to prepare its long-term (20-year) strategic plan to determine its role in this industry. Agrifuturo wants to help INCAJU phase out of the private-sector cashew business. As a government agency, it should promote private sector development, and not get involved in the cashew business. For example, this agency provides a dis-incentive to private nursery development by providing cashew nursery plants without cost to the producers. Agrifuturo helped the private-sector cashew organization, AICAJU, to obtain a grant from the cashew initiative funded by the Gates Foundation. It also helps link producers with the GIZ cashew support program to AICAJU. Agrifuturo is supporting the creation and strengthening of a cooperative association, the Mozambican Association to Promote Modern Cooperatives, as a means for leveraging the benefits from the new cooperative law. Agrifuturo partnered with CLUSA and the international NGO, Fredrick Evers to disseminate the cooperative law to public institutions. Technoserve is working to help create a new soybean association, and a groundnut association. Agrifuturo is presently helping to create two cooperative organizations in Manica, and is supporting MYAP/ADRA with cooperative business training. The main difference between Agrifuturo's work in policy change is that its focus is on policy reinforcement of its value chains, whereas most other programs approach policy change on an ad-hoc basis, which is not sustainable.
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	

Public-private partnership (PPP)	
Project Implementation	

MEETING NOTES
RELATED TO RESEARCH

Organization: USAID PARTI Project	Name of person: Antioneta Nhamusso, Maria Andrati, Jose Luis Bellini Leite, Project Management Unit
Location: Maputo	Date 09.20.2012

Associated Project: PARTI

Information Categories	Responses
Overview	The PARTI Project Management Unit (UGP) is composed of the EMBRAPA representative, José Luis Bellini Leite, the IIAM representative Antoineta Nhamusso, and representing the international research centers (IRCs) the representative from the International Potato Center (CIP), Maria Isabel Andrade. The CGIAR group is composed of eight international centers: IITA, ICRISAT,IIRI, ILRI, CIP, IFDC, and CIAT. The PARTI project was created to provide a research platform within IIAM which would provide a forum for the exchange of ideas and to develop synergies between the different IRC that are involved. The purpose of the research "Platform" is to integrate efforts for research and to strengthen the research center. The Platform has created a Working Group for conservation agriculture (CA). The UGP was created to coordinate activities, to act as a "Secretariat" for the Platform, to provide administrative support for project administration, and to seek funding for research. The goal of EMBRAPA is to strengthen IIAM capacity, and to provide for the transfer of technology. Specifically, it works a) to develop a seed system, b) soil fertility improvements, c) information and communications, d) the institutional strengthening of IIAM through the development of a strategic plan for IIAM, and e) to integrate cross-cutting issues such as gender, HIV, environment, and nutrition into the research agenda. IIAM works closely with NGOs for extension services, and to link with IRCs.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	

Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	USAID/Mozambique and EMBRAPA/Brazil have linked to strengthen the capacity of IIAM to produce and deliver agricultural technology. The UGP is the unit to manage this relationship, which is known as the Platform project. This is a trilateral program between USA, Brazil, and Mozambique. With EMBRAPA, there are three main initiatives: 1) To help create a long term strategic plan for IIAM. EMBRAPA specialists helped with the first strategic plan that was approved by IIAM, MINAG, and the Council of Ministers. This led to the reorganization of IIAM. The next step will be the implementation of the plan. 2) Land management is the second main thrust, which will determine which crops would be best for a particular area. This includes satellite monitoring of soil fertility and the use of the land; soil labs; providing GIS equipment and train specialists, and communications. EMBRAPA helped deliver the first stragegic communications management program for IIAM. This includes institutional promotion, institutional communications, and communications for tehnology transfer. 3) The third component is seed production – to increase the capacity of IIAM to produce basic seed. This does not include support to produce new (commercial) seed; instead, the production of base seed. EMBRAPA also trains people to replenish this unit, supports appropriate seed legislation and seed testing when IIAM has a new variety. Extension and validation for seed is done through IIAM by the Ministry of Agriculture. Unfortunately, if funding is not available for this, the process starts. EMBRAPA collaborates with other USAID programs, such as the ABT portfolio, and the food security and nutrition project.

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Organization: Management Unit - IIAM	Name of person: Antonieta Nhamussua (IIAM); Maria Isabel Andrade (CGIAR); José Luiz Beline (EMBRAPA)
Location: Maputo	Date 9.20.2012

Associated Project: PARTI Platform

Information Categories	Responses
Overview	The objective of the Management Unit is to coordinate the Platform as a secretariat, organizing meetings and administrative issues for the members of the platform
Support to small farmers (SFs)	
Technology Adoption	Conservation farming program to provide to the farmers the potential of best practices for soil fertility recovering
Rural and/or agricultural	

finance	
Community support for Food Security	The activities under join program to support the community through the extension network are related to land management and basic seed production. The seed production is important to ensure that at community level the farmers can access the inputs (seeds) the grow the productivity of different crops for food security and increase HH income.
Facilitating linkages between small farmers and supporting organizations	N/A
Facilitation and support for ag sector policy reforms	The unit should support different interventions of stakeholders to guide IIAM for policy reform into agriculture sector. Concrete activities in this issue nothing was visible
Impact	
Effectiveness	As a secretariat the unit is not relevant, needs to be more efficient in coordination action. IIAM at higher level must lead the process to make the Unit more effectiveness
Sustainability	After the projects ends the unit is not sustainable
Coordination, harmonization and synergy with other entities	The role of the Project Unit is basically related to administrative issues. Organizing meeting for the Platform members, producing the minutes of the meetings and facilitation of contacts. All members recognize that Platform must do more than working as a Secretariat. The coordination and synergies that all the members are able to participate still very weak.
Gender	
Public-private partnership (PPP)	
Project Implementation	No visible actions are shown

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Organization: CIP, USAID PARTI Project	Name of person: Maria Andradi, CIP Representative
Location: Maputo	Date 09.20.2012

Associated Project: PARTI

Information Categories	Responses
Overview	CIP has officially been in Mozambique since 2005. It has been in the country physically since 1994, working with other organizations such as South Africa Root Crops. It has received bilateral and regional USAID support from these missions. It has been supported by USAID for potato research since 2010. This support is for two crops - potatoes and sweet potatoes. The goal is to enhance food

	security and nutrition. In 2011, USAID provided $15 million to develop an orange flesh sweet potato (OFSP) variety that is drought resistant. USAID funded the development of planting material for 24 months, to serve a total of 120,000 households. USAID Mission support has kept CIP going for many years. USAID support is instrumental in bringing OFSP to success. It has provided bilateral support since 2001.
Support to small farmers (SFs)	CIP provides technical transfer and capacity building to farmers. Capacity building accounts for more that 50% of its efforts.
Technology Adoption	In Mozamabique, acceptance of sweet potato as a food product is strong. Presently, there is a need to create a market for this product, and to create value chains to serve the market. These products need to be developed and marketed for Mozambicans. With regard to white potato, CIP is presently evaluating this germ plasma. Last year, CIP released different varieties of Irish potatoes that are resistant to phytotoxic infestation by diseases such as late blight. CIP needs to scale up these varieties. It supports tissue culture labs for cleaning its planting material for planting. For potato varieties it is necessary to constantly clean them and evaluate their performance for planting for optimum yield. With USAID funding, CIP maintains good quality planting material, and rehabilitated screen houses. It has enhanced its quality lab to screen sweet potato samples for nutrients for food consumption. The lab serves as a training center for other countries.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	There is lots of OFSP technology spillover into Nigeria/Malawi/Ethiopia/Rwanda and Kenya, as a source of technology that is transformed to other countries.
Gender	
Public-private partnership (PPP)	
Project	In Mozambique, OFSP needs lots more work to link with markets, for fresh as

Implementation	well as processed products. With increasing population, there is a need for more food. In some locations, potato puré is used as an input into many food products. In Mozambique, CIP is working on a sweet potato biscuit for school feeding programs. However, more work is needed to develop recipes for sweet potato products. For example, one excellent product is 40% sweet potato puré and 60% wheat flour that was successfully tested in Capetown, South Africa. Continuing work by CIP is needed to renovate/clean seed vines from viruses. CIP has passed several phases since 2001. A massive distribution of planting material is currently underway. A "model" for private distribution has been created. CIP is now linking with NGOs and private partners to produce potato seed to be disseminated to growers.

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Organization: Management Unit - IIAM	Name of person: Siboniso Moyo – Regional Representative; Saskia Hendricks – Moz – ILRI Coordinator
Location: Maputo	Date 9.20.2012

Associated Project: PARTI Platform

Information Categories	Responses
Overview	The main objective of the project is to look at livestock sector in the country and create at HH family the way how to improve the production
Support to small farmers (SFs)	Basically in training small famers on feeding goats and control pests to increase the number of goats and income at family level
Technology Adoption	Training small famers on feeding goats during dry season and control pests
Rural and/or agricultural finance	
Community support for Food Security	The program is supporting small farmers in Tete and Gaza provinces to look at livestock activities as food security and income generation for HH
Facilitating linkages between small farmers and supporting organizations	Through zonal centers of IIAM (specially in Tete) and Technology Institute in Gaza, to undertake the training activities involving the farmers
Facilitation and support for ag sector policy reforms	IRLI supports MINAG to revise the document strategy in the livestock sector; Supports the National Forum for Livestock who involves the producers as a dialogue forum with the Government and other partners
Impact	Smallholder famers increase the number of goats using the new technology The livestock sector is looking for ways how to development the value chain of goats and cattle
Effectiveness	Needs more time to establish the system for data collection and communication, support national interventions
Sustainability	Involvement of local expertise in the MINAG and IIAM, as well as at community level in technology transfer
Coordination, harmonization and synergy	The program have done many activities involving students from universities (BSc students) and technical schools such as UNIZAMBEZE in

with other entities	Tete, UEM in Maputo, ICM in Chimoio. Under private forum of livestock synergies in developing the value chain of cattle and goats many activities are taken place to look forward, especially in data collection and analysis
Gender	The training activities the beneficiaries for goats and feeding animals are women and man
Public-private partnership (PPP)	Establishment of Livestock forum where the Private Sector and Public Representatives discuss how to increase the number of animals and provide meat to the community and reduce the import of meat in the country
Project Implementation	The program starts 6 months letter due for administrative issues to be solved.

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Organization: Int'l Livestock Research Instit. (ILRI)	Name of person: Maria Andrati, ILRI Spokesperson
Location: Maputo	Date 9.20.2012

Associated Project: PARTI

Information Categories	Responses
Overview	ILRI began in Mozambique in January 2007, after funding started in September 2006. It is working under a host country agreement with MINAG, through IIAM. It has a small office with 4 people located at the Research Department of IIAM. It works through others – the National Research System. There has been limited investment in livestock in Mozambique; it has been only an afterthought. However, livestock plays a large role in food security. The ILRI project mobilizes livestock research and extension for food security in Mozambique. It has three main objectives: 1) contribute to policies for livestock R&D; 2) disseminate available on-farm test and demonstration technology, 3) capacity building for researchers, extension agents, farmers, and practitioners, 4) contribute to policy making. It is a 3-year project that will end in September 2012. Actual project work has been ongoing for 2-1/2 years – this is too short a time frame; at least 5 years are needed for results. It works in the Mague district of Tete.
Support to small farmers (SFs)	
Technology Adoption	ILRI has worked in two provinces to support technology transfer for dry season feeding of goats and cattle. There is a big gap in livestock information. ILRI has helped to strengthen the Livestock Information Management System (LIMA).
Rural and/or agricultural finance	
Community support for Food Security	

Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	ILRI wrote a livestock sector overview document that generated lots of interest, and started discussions about a US$9 million project. It launched the National livestock forum. In Mozambique, production associations are not strong, and ILRI has led the initiative to strengthen them.
Impact	This is an innovative program, which has learned a lot, with mixed results. It has benefitted value chain operators and supporters, including farmers, processors, and local governments. Results are seen at IIAM, and at the Provincial/District livestock structures.
Effectiveness	
Sustainability	The project needs to be supported by incorporating thesis students. The project has no funds for scholarships. This would ensure the continued dissemination of knowledge.
Coordination, harmonization and synergy with other entities	IFAD plans to support a value chain project (through development loans made to government) for Maputo and Gaza livestock production. This is part of a project for livestock, horticulture and cassava value chains. This will support livestock production and marketing, and government investment in marketing infrastructure. Mining company have settlement people who are interested in the ILRI program.
Gender	Goats are an important production activity because mostly women are involved. Much support is needed in management practices and commercialization.
Public-private partnership (PPP)	
Project Implementation	The next phase of project implementation should be to support livestock marketing. Marketing needs to be stimulated, and will involve behavior change. People tend not to sell livestock, except in case of emergency; livestock is like a bank account. It should be viewed as a business. The project is being implemented some 1800 kilometers from Maputo, and requires a two-day drive to get to the project site. It is difficult to control the project, since it is too far and isolated, and quite expensive to travel there. However, it has a huge impact. There are no plans for a follow-on project, but ILRI is hoping for funding from the mining social programs.

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Organization: International Institute for Rice Research (IRRI)	Name of person: Joe Rickman Jrickman@cgiar.org; Tel. 82 302 7073
Location: Maputo	Date 9.21.2012

Associated Project: PARTI

Information Categories	Responses

Overview	IRRI has had a presence in Africa since 2000, in association with its sister institution, Africa Rice that works in West Africa. In 2005, IRRI was invited by IIAM and MINAG to become established in Mozambique. In 2006 IRRI entered Eastern and Southern Africa, becoming established in Mozambique, Tanzania, Uganda, Kenya, Burundi, and Rwanda. Mozambique is the regional center, in view of its great potential for rice production. IRRI's mandate is to improve the livelihood of rice farmers and consumers alike. It provides its services through MINAG, although it is working more and more closely with the private sector in Mozambique. When Mr. Rickman arrived in Mozambique, he found that no new varieties had been released for the past 20 years. Production was stagnant at 200,000 hectares, and the amount produced was around 200,000 tons. Annual rice imports into Mozambique are quite high, amounting to approximately 300,000 tons annually. Soon after its arrival in Mozambique, IRRI established a relationship with IIAM. When IRRI arrived, there were no rice varieties true-to-type. IRRI had to re-establish the original varieties, often by re-importing the variety and starting again as if it was an entirely new variety. IRRI has brought into Mozambique a total of 6,000 rice varieties for testing and evaluating. Many of these have been sent on to other countries in south and east Africa. Of all the varieties screened, IRRI has selected six varieties that are the most promising. The most popular variety is Chokwa, which is grown extensively in central Mozambique, along the Zambezia River. The selection criteria that IRRI uses are the following: 1) available market for the variety, 2) resistant to diseases such as bacteria leaf wilt and rust, and 3) its potential yield. The IIRI rice breeding program is the nucleus of its activities in Mozambique. IIRI receives funding from different sources, including USAID, JICA, Portugal, and the Bill and Melinda Gates foundation STRASA program. Last year, IIRI brought in a survey team of sociologists to determine the profile of rice growers in Mozambique. The survey confirmed what was already perceived: most rice production is rain-fed by poorer farmers under rudimentary farming techniques using low inputs, which produces a great disparity in yields. IIRI has a technical staff of 12 people, including 3 international employees, and around 20 laborers. Its annual budget is approximately US $1.2 million. USAID support has amounted to approximately US $300,000 per year. This support is ending on September 30, 2012.
Support to small farmers (SFs)	In general, IIRI does on-farm demonstration and growing trials for improved rice varieties. Government extension is weak, and the MINAG seed department is also weak. IIRI is now engaging in extension work to expand the knowledge base and the acceptance of its new varieties. It also links rice producers to local rice mills, which serve as available markets. Working with small farmers in Mozambique is difficult, mainly due to the mentality of the farmers. A good model is to reach small farmers by working through the rice mills, which provide a market. In some cases, IIRI has suspended its work with communities because the farmers had no initiative and wanted others to do the work. IIRI works in approximately 15 locations around the country to provide rice producing communities with improved seed varieties, to teach them good agricultural practices, and to link them to a rice mill as a buyer. For example, IIRI is assisting the village of Licuar, near Nicodalia, Zambezia, to become a "seed village" to supply improved variety seed to a nearby rice mill. IIRI is providing land leveling to improve rice production on a 18- hectare plot; it

	will provide seed, and provide technical assistance and training on rice seed production. The farmers will receive a premium price for producing rice seed instead of rice grain. During the recent dry season, IIRI helped the same farmers to produce counter-season seed on a 4-hectaare irrigated plot.
Technology Adoption	The Gates Foundation supports the science, while USAID and Portugal support the application of the science. Rice imports have served to increase the demand for rice as a convenience food, in Mozambique, which is an opportunity for local producers.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	IIRI is in the startup phase of a new project with the World Bank, known as PROIIRI to support rice production in the Nicodalia, Zambezia area. Under this project, IIRI will provide technical assistance, teach the farmers proper production techniques, provide access to improved rice varieties, and will link the producers to local markets.
Gender	
Public-private partnership (PPP)	
Project Implementation	A positive aspect of the PARTI platform is that all the different international research centers (IRCs) are together. IIRI already works closely with IIAM, as its counterpart organization. However, to get the IRCs to work together would be a big change. There is no problem with ILRI or IIRI, but the other IRCs cannot make decisions. Their focus is primarily on costs, and not the results. As an institution, CGIAR does not coordinate very well. Essentially, the PARTI Platform group does not come together as a group to resolve common issues. In this regard, IIAM could have played a stronger role. The main reason for the platform is for the IRCs to work closely with IIAM, and with each other. This represents a lost opportunity. The best way to develop a seed industry in Mozambique is for the IRCs to work together. IIAM has a specific liaison person to communicate with the IRCs, but some groups are difficult to work with. Despite its natural growing conditions, Mozambique has a number of constraints to overcome to become an important rice producer. An important limitation is the difficulty that a foreign investor has to obtain land with a clear title and secure access to be able to produce crops – Olem International has had problems in this regard. A second constraint is the high cost of imported

	equipment – for example, an irrigation scheme in Mozambique costs about twice the amount it costs in Asia.

Organization: IFDC	Name of person: Eric Schmidt, Project Manager Tel 82 306 6731;Eric_schmidt_ye@yahoo.com.uk
Location: Quelimane	Date 9.23.2012

Associated Project: PARTI-AIMS

Information Categories	Responses
Overview	IFDC has been in Mozambique since 1994 with relief and development projects. Eric Schmidt is the COP for IFDC, which, through the implementation of the Agriculture Input Marketing Strengthening (AIMS) project, forms part of the PARTI platform. Most of IFDC's activities under the AIMS project are in Chimoio City, Mantica. IFDC is also implementing the Mozambique Agro-Dealer Development (MADD) which is funded by the Alliance for a Green Revolution in Africa (AGRA). IFDC also completed the EU funded Voucher Program that ended in 2011. Under the AIMS project, IFDC is providing soil management techniques to small farmers under commercially sustainable systems. AIMS has six sub-projects in Sofala, Manica, and the Beira corridor, as well as in Nampula. The current AIMS project will end at the end of September 2012. The sequence has been the following: AIMS-I – 2006-2009; AIMS-II – 2009-2012 (US $1.5 million); AIMS-III – 2012-2014 (US $1.2 million).
Support to small farmers (SFs)	IFDC is converting soil management techniques to small farmers under commercially sustainable systems, and also strengthens agro-dealers.
Technology Adoption	.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	The PARTI project does fertilizer trials, which simply shows that fertilizer works to increase yields. We know this already. The project should look at gross margins to compare the results of fertilizer and non-fertilizer use. Without fertilizer, maize produces 700 kg per hectare. Demonstration plots provide 2-1/2 tons. If we are trying to reach agro-dealers, demo plots are not necessary. IFDC

	works with agro dealers, and they do the demo plots on the result of fertilizer use and agricultural priorities. We should improve the demonstration project approach and incorporate profit and loss considerations, not simply yields. PARTI partners work in silos – we should get them together and get them talking to one another. The IFDC grant is US $600K to work with 15,000 farmers, which is "a drop of water on a hot plate".
Sustainability	Only a few agro dealers – around 15% - are sustainable. There are weak links between the agro-dealers and markets, but where those links exist, the process is sustainable. Many agro-dealers are micro-entrepreneurs and poorly prepared for business. Farmers have been trained on sustainable agriculture and soil management practices. Training modules have been developed where agro dealers learned profitability principles. These will remain.
Coordination, harmonization and synergy with other entities	There is synergy with SNV (Dutch) that works with value chains for sesame and peanuts and agro-dealers. Manica is their first priority province and Nampula is their second priority area.
Gender	
Public-private partnership (PPP)	
Project Implementation	It is important that the Mozambican government become involved in policy setting and implementation. It is not possible to rely on MINAF extension people to conduct demo trials and technology transfer.

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Organization: CIMMYT	Name of person: Pedro Fato, CIMMYT Representative Fatopedro@hotmail.com; 82 986 8189
Location: Maputo	Date 9.27.2012

Associated Project: PARTI Platform

Information Categories	Responses
Overview	CIMMYT, the International Maize and Wheat Improvement Center is a member of the CGIAR group. It has its headquarters in Mexico with three regional offices in Africa: Kenya, Ethiopia, and Zimbabwe. Mr. Fato is an official with IIAM, but represents CIMMYT in Mozambique. He is responsible for breeding field and post-harvest resistant maize that is insect and drought resistant. CIMMYT operates in central Mozambique, in Manica and Tete provinces. Its locations are in Sussendega and Gondola districts in Manica, and Angonia in Tete. The World Bank as well as USAID support the CGIAR groups in Mozambique.
Support to small farmers (SFs)	CIMMYT provides participatory support to small farmers. It does plant breeding to develop and promote new varieties, and it evaluates the varieties on the

	farmers' field and at the demonstration station. It also works with MINAG to develop conservation agriculture (CA) on individual small farmer plots. Its basic research method is to compare conventional agricultural techniques against different improved techniques. It collects yield data, only. CIMMYT manages its research test plots at a central station in the different districts. Comparison trials are made within the fields of those farmers whose farms surround the test plots.
Technology Adoption	CIMMYT headquarters and its regional centers in Africa have promising maize varieties that they release in Mozambique. This year it released four varieties of maize, including one hybrid and one open-pollinated variety. Three varieties were released through the CIMMYT drought program. It collaborates with Dengo Comercial, a seed company in Manica, to commercialize the seed varieties. CA is concentrated in the center of Mozambique. This is a proven, improved technology package for small farmers in Mozambique, that incorporates crop rotation, limited soil disturbance/coverage, and low tillage. Last year CIMMYT promoted 6 practices; some are difficult to adopt, such as crop rotation with legumes. CIMMYT works with small groups of farmers and extension agents. It uses farmer-to-farmer communications to spread its technology, as well as radio, brochures, and leaflets. The CIMMYT director (C. Thierfielder) also produces an annual seminar to present the research results. CA is not generally familiar to the rural sector; CIMMYT is showing that it does, in fact, function well in Mozambique. It will require an estimated period of 5 years to establish this practice. CA has been underway for three years in Mozambique.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	CIMMYT encourages linkage between seed suppliers and small farmers, as well as interaction between small farmers and MINAG extension agents and CIMMYT researchers.
Facilitation and support for ag sector policy reforms	CIMMYT is only involved in research and the introduction of new varieties. It is not involved in ag policy.
Impact	Average maize yield in Mozambique is approximately 1 ton/ha. The yield of hybrid varieties with fertilizer is about 6 tons /ha; without fertilizer it is about 3 tons/ha Drought resistant varieties experience approximately a 25% reduction in yield during a drought, whereas normal varieties will experience approximately a 50% reduction in yield during a drought. The impact on production yields resulting from new varieties is limited due to the inabilities of small farmers to apply fertilizer. In some cases, farmers cannot afford to apply fertilizer. In other cases, the supply chains for fertilizer and other input supplies are weak. For many reasons, fertilizer supplies may not be available in rural areas.
Effectiveness	
Sustainability	The long-term results of CIMMYT's work will be drought resistant maize and the

	adoption of CA practices. Generally, there is widespread acceptance of drought resistant maize varieties, and in this regard, the varieties are sustainable. At present, however, farmers are not yet ready to embrace CA as a new technology. In terms of the continued introduction of new maize varieties, without either donor or MINAG funding, this work cannot continue. The varieties released by CIMMYT last year have been well accepted, and have increased their areas in production.
Coordination, harmonization and synergy with other entities	Through its support program for seed distributors, IFDC supports the Dengo Seed company.
Gender	During the data collection phase for the different variety trials, CIMMYT obtains information on the acceptability of the different varieties that it promotes. Females generally have different preferences than males, in view of the different characteristics of the maize grain. For example, females prefer maize grain with greater "flint" (in comparison with greater "dente") because the flint grain is not as susceptible to breakage.
Public-private partnership (PPP)	The approach of using private seed companies to promote and distribute new maize seed varieties is a key element in the distribution of the improved seed.
Project Implementation	The design of field trials in Mozambique tends to be done by the external CIMMYT offices. In some cases, the trials are impractical in light of local conditions. However, the local CIMMYT researchers do not have the authority to change the research design template. This hampers the effectiveness of some of the treatments within the field trials.

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Organization: Management Unit - IIAM	Name of person: Dr. Calisto Bias – former director of IIAM Calisto.bias@gmail.com – cell: +258-823281800
Location: Maputo	Date 9.29.2012

Associated Project: MSU and Platform

Information Categories	Responses
Overview	
Support to small farmers (SFs)	
Technology Adoption	IIAM and partners improves new technology of hybrid maize and cassava resistant of brown steak disease. These new varieties of cassava and hybrid maize the farmers adopt in their fields,
Rural and/or agricultural finance	
Community support for Food Security	The new variety of cassava contributes to food security in particularly in the regions where the cassava is staple food
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The impact of the MSU support should be seen in the staff with PhD degrees and MSc degrees in the MINAG and IIAM The economic and social research is actually integrated into the normal activities of IIAM but for the private and community level is not visible due for lack of dissemination process
Effectiveness	The research undertaken by IIAM and partners improves technologies of cassava and maize with new varieties.
Sustainability	
Coordination, harmonization and synergy with other entities	The Platform and MSU should take the advantage of technical meetings in MINAG and other institutions to coordinate their actions and disseminate the information. In those meetings will get a feedback to better access the agricultural policy and reforms
Gender	
Public-private partnership (PPP)	The cassava and maize research program is a good example of linking research with private sector and smallholder farmers. All activities where undertaken on farm with participation of community and private sector. The cassava results are in use to plant a new variety in Nampula and the private sector is using to bear industry
Project Implementation	

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Organization: Management Unit - IIAM	Name of person: Dr. Calisto Bias – former director of IIAM Calisto.bias@gmail.com – cell: +258-823281800
Location: Maputo	Date 9.29.2012

Associated Project: MSU and Platform

Information Categories	Responses
Overview	
Support to small farmers (SFs)	
Technology Adoption	IIAM and partners improves new technology of hybrid maize and cassava resistant of brown steak disease. These new varieties of cassava and hybrid maize the farmers adopt in their fields,
Rural and/or agricultural finance	
Community support for Food Security	The new variety of cassava contributes to food security in particularly in the regions where the cassava is staple food
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The impact of the MSU support should be seen in the staff with PhD degrees and MSc degrees in the MINAG and IIAM The economic and social research is actually integrated into the normal activities of IIAM but for the private and community level is not visible due for lack of dissemination process
Effectiveness	The research undertaken by IIAM and partners improves technologies of cassava and maize with new varieties.
Sustainability	
Coordination, harmonization and synergy with other entities	The Platform and MSU should take the advantage of technical meetings in MINAG and other institutions to coordinate their actions and disseminate the information. In those meetings will get a feedback to better access the agricultural policy and reforms
Gender	
Public-private partnership (PPP)	The cassava and maize research program is a good example of linking research with private sector and smallholder farmers. All activities where undertaken on farm with participation of community and private sector. The cassava results are in use to plant a new variety in Nampula and the private sector is using to beer industry
Project Implementation	

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Organization: IIRI	Name of person: Joe Rickman Tel 82 302 7073;Jrickman@cgiar.org
Location: Licuar Village, Quelimane	Date 10.03.2012

Associated Project: PARTI

Information Categories	Responses
Overview	IRRI began supporting a federation of rice producers known as Primero de Mayo Association, Munhonha approximately a year ago to help the members to become a "seed village" to produce good quality rice seed for sale to a rice miller in Quelimane, who requires seed for an outgrower program for rice producers. The Association has 40 members with available irrigated area amounting to approximately 18 hectares. IRRI is now reviewing the assistance that it will provide to the members of the association during the next growing season (beginning end November, 2012) to advance their capabilities as seed producers.
Support to small farmers (SFs)	Last year, during the dry season, IRRI assisted Munhonha to plant 2-1/2 hectares of irrigated rice on its available irrigated area to do trial production of the Makessane rice variety that was originally developed at IRRI-Philippines. Total production was approximately 4 tons per hectare, or 10 tons, of which the farmers turned over approximately 5 tons to IRRI for analysis and testing. IRRI will support the farmers during the next production season with the following: a) land leveling and preparation for rice planting, b) production support to ensure that good quality seed is produced, c) marketing linkage with the rice mill to establish a market outlet for the producers, and d) hermitically sealed storage bags with 50-kg capacity for rice that substantially reduces the amount of post-harvest losses to small farmers, e) a full-time production support technician to assist the producers during the season. IIRI will also use demonstration plots on the planted area to provide training through "farmer field schools". By using the irrigation scheme during the dry season, the farmers will be able to produce two rice crops per year.
Technology Adoption	The farmers adopted the required range agricultural practices for rice production, under IIRI's guidance.
Rural and/or agricultural finance	IIRI will provide crop financing for the first, and possibly second, production season.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	

Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	Of the four leaders of the association, the Vice-President and the Treasurer are women, while the President and the Secretary are men. Of the 40 association members, 25 are women.
Public-private partnership (PPP)	
Project Implementation	1.

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Organization: International Institute for Tropical Agriculture (IITA)	Name of person: Steve Boahen, Country Representative Tel 82 304 5286; S.boahen@CGIAR.org
Location: Maputo	Date 10.08.2012

Associated Project: PARTI

Information Categories	Responses
Overview	The USAID-supported project under the PARTI platform is known as the "Public-private partnership for innovations in soybean and cowpea value chains in Mozambique. It was originally a three-year project that began in October 2009, but recently received a two-year extension for an additional two years and will end in September 2014. USAID funding is US $1.75 million. Project objectives are to transfer technologies to increase productivity, improve household income, reduce poverty, and increase food security. IITA supports plant research for soya and cowpea. IITA plant breeders are based in Malawi and Nigeria, and plant varieties are tested in four locations in Mozambique: Gurue, Nandonge, Sussendeng, and Manica districts. Testing is also done near Maputo to determine the effect of photo-sensitivity in view of its southern location of greater latitude. In these locations, IIAM works with the IIAM research station. IITA selects promising varieties and does an agronomic evaluation to determine the best agricultural practices (when to plant, etc.). IITA tests the seed at its own test plots, and works with private farmers to conduct field testing for variety trials. Also, seed is provided to IIAM for its tests within its various research stations. So far, 5 soybean varieties and 3 cowpea varieties have been released. These were the first new varieties to be released in Mozambique.
Support to small farmers (SFs)	IITA trains farmers, NGO extension agents, IIAM technicians, and some small farmers on production practices for these crops. Thus far, more than 3300 farmers have been trained in production practices for soybean and cowpea under the project. It also trains local university students on demonstration and testing methods using its test plots. During the first 3 years, it has trained 60 students.
Technology Adoption	
Rural and/or	

agricultural finance	
Community support for Food Security	IITA works with farmers' organizations and community leaders to teach and disseminate information on nutritional aspects of the two crops. Its food technologist works with NGOs and farmer associations to train-the-trainers on food preparation and nutritional aspects of soybean and cowpea. It demonstrates the preparation of soy and cowpea flour and meal to mix with other food products such as rice. It has reached approximately 15,000 people through the ToT method. It has bought bicycles as a means the trainers to reach the different communities, and provides informative material on food preparation. Originally, the participation by men was around 2%, but this has increased. IITA also provides information the the Ministry of Health (MOH) technicians and health centers to demonstrate food products from legumes. Furthermore, micro-enterprises are springing up where some women are selling these prepared food products to the community.
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	When IITA started the program, the average yield for soybean was 0.5 tons per hectare; it is now, on average, 1.1 tons per hectare with some farmers achieving up to 2.5 tons per hectare by simply applying good crop management practices. The improvement in soil nutrients from the nitrogen-fixing properties of the crops also has a large impact, although this has not been measured. People are applying what they learn, and the uptake of this practice is good.
Effectiveness	The project is very effective. Its objective is to identify and select appropriate varieties for the conditions in Mozambique that are drought and disease resistant and provide nitrogen-fixing with short-medium- and long times to maturity. IITA has determined the optimum for planting soybean is between the 1st week in December and Christmas. Planting delays result in yield loss of 55 kilograms of production per day. It has determined the best plant spacing, for optimum production and minimum production cost. It has determined the best mix of fertilizer, given the nitrogen-fixing properties of the plants. It has determined that seed treated with inoculants is an extremely low-cost solution for nitrogen-fixing and plant yields. It has developed early-medium- and late-producing varieties for different production seasons.
Sustainability	Once a farmer is involved in seed technology and transfer and likes the result, it will stay, and therefore become sustainable. With regard to soybeans, the farmer is most interested in crop yield while the wife is most interested in the color, taste, and food preparation aspects of the crops. Once they are satisfied, the variety is sustainable. The use of appropriate agricultural practices is also sustainable, once the farmer realizes their production and financial benefits. However, there is a need for private-sector involvement in commercialization and distribution of the seed that have been released for commercial use.
Coordination, harmonization and	IITA collaborates with IIAM, farmers associations, and NGOs such as CLUSA, IKURU, Technoserve, and World Vision to disseminate its research technology.

synergy with other entities	These NGOs are involved with Farmer Association (FA) leaders and establish demonstration plots and variety selection plots within their associated groups.
Gender	
Public-private partnership (PPP)	The seed system in Mozambique is deficient, and poorly organized. Commercialization is missing. IITA's main role is to conduct research. It would like for other organizations to take up the basic seed from IITA and produce foundation seed that could be multiplied. Presently, IITA provides seed to other organizations such as NGOs that organize seed production through private farmers. During the first year, IITA produced 6.3 tons of basic seed; the second year it produced 15 tons, and the third year it produced nearly 25 tons.
Project Implementation	IITA responded to a USAID request for proposals for technology dissemination and small farmer production. IITA adjusted its program to match the requirements of the RFP. This project also matches government's agricultural strategy, and is in line with CAADP. The project is well aligned, and is showing good progress. Every year IITA participates in a PARTI coordination meeting where the results of its research is presented for the entire year by the different research institutions. Also, in June or July there is a meeting related to a topic such as conservation agriculture that provides an opportunity for information exchange.

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Organization: IFDC	Name of person: Casimiro Macau, Coordinator, Nampula Tel 82 757 50 04;82 114 134
Location: Nampula	Date 10.16.2012

Associated Project: PARTI

Information Categories	Responses
Overview	The USAID-funded Agri-Input Market Strengthening Project (AIMS) – II ended on September 30, 2012. This initiative is being continued under AIMS – III, which will soon begin. Mr. Macau was the former IFDC AIMS-II coordinator in Nampula under AIMS-II. The main objectives under the project were the following: 1) To transfer soil fertility management technologies; 2) to strengthen input chains and develop agro-dealers in rural areas; 3) to support policy reforms and regulations, 4) to strengthen the market information system, 5) to strengthen agro-dealer trade associations, and 6) to implement a fertilizer and seed voucher system. The voucher system for seed and fertilizer subsidies was funded by the EU during 2010 - 2011, although USAID funded the cost of project administration. The project worked in two districts in Nampula – Malema and Rebaui. It was originally planned to work in Alto Moloque and Gurué, Zambezia, but funds were not sufficient to hire the staff for these locations. Mr. Macau worked alone in Nampula province. Mr. Carlos Zandanamela was the IIAM liaison person with the IFDC project. Mr. Macau joined the IFDC project in April, 2011. The AIMS – III project will have three components: soybeans, pigeon peas, and sesame. The project will show farmers how to make money producing these

	crops. The Green Belt Fertilizer Company in Chimoio will prepare pre-mixed fertilizer that is suitable for these crops in the targeted areas of the new project. IFDC staff is now taking soil samples that will be analyzed to help the company determine the correct formulations for these crops. In addition, under the new project, IFDC will establish demo plots for maize, because maize is a food security crop that is supported by government. However, farmers lose money by applying fertilizer on maize, and the maize pre-mix fertilizer formulations are not appropriate for the soils in the targeted areas.
Support to small farmers (SFs)	
Technology Adoption	The project initially identified and selected small-scale agro dealers who were linked to larger input suppliers. The AIMS project also organized demonstration plots to show the effect of fertilizer on maize production, as a means to stimulate demand for fertilizer by maize farmers. The demonstration plots were located at individual farms of those people who were selected as emerging input suppliers. The demo plot participants were provided a production kit composed of open-pollinated variety seed maize of a sufficient amount for the test plot, along with 100 kg of NPK fertilizer and 100 kg of urea to be used to fertilize the test plot. Initially, 28 dealers were selected in the two districts. Of the 28 initial dealers, there are now 12 active dealers. At the beginning, the larger input suppliers were reluctant to deal with the small seed and fertilizer dealers, in particular for financing the dealers' inventory of seed and fertilizer. However, over time the different parties developed a mutual trust and now the suppliers provide their products on consignment to the smaller dealers for a period of 45 days. While the demo plots were a technical success and showed the benefit of applying fertilizer to maize, the farmers realized that under actual production conditions they would lose money by fertilizing maize. In other words, the value of the increased maize output would not offset the increased cost of the fertilizer. One reason for the lack of profitability for this crop is the extremely high cost of transport for this low-value product. In view of its limited profitabiltiy, many farmers accepted the production kit and planted the maize seed, but used the fertilizer to produce vegetables, which have a much higher market value than does maize. The long-term objective of the agro-dealer network is to create and strengthen agro-dealers that have the capability to support a commercial seed distribution for improved seed that is produced by international research organizations such as IITA.
Rural and/or agricultural finance	The next step (AIMS-III) will be to link the 12 fertilizer dealers to financial institutions. In the Beira corridor, all the fertilizer dealers have been linked to Banco Oportunidade de Mozambique (BOM). BOM has a guarantee fund for input suppliers that was established under the previous MADD project, in the amount of US $100,000.
Community support for Food Security	

Facilitating linkages between small farmers and supporting organizations	The AIMS-II project worked to create a national agro-dealer trade association with the objective of eventually developing a system whereby several dealers can make joint purchases of input supplies at considerably lower cost than if a single dealer act independently. This is the Mozambique Association of Input Dealers (AMPIA). IFDC has also worked to create a regional market information system (MIS) for input suppliers, using mobile phone technology. Those with access to the MIS can check the price of input supplies in different locations in east Aftica, and individual dealers can broadcast offers of input supplies that are being sold.
Facilitation and support for ag sector policy reforms	
Impact	As a result of the increased number of fertilizer dealers, the use of fertilizer is steadily increasing, although from a very low base. For example, in Malema, in June 2012, a total amount of 18 tons of NPK was sold. In September 2012, the amount sold was 39 tons. However, before IFDC's intervention, there were zero sales of fertilizer in this district.
Effectiveness	The main issue facing the project team was to decide if the project objective was to promote maize production, or if the main task was to promote the increased use of fertilizer. The project design was focused on maize production, and it should have been focused on increased fertilizer use.
Sustainability	The 12 agro-dealers that are now in business will likely continue. Their operations are sustainable.
Coordination, harmonization and synergy with other entities	The EU-funded voucher program created the conditions under which the AIMS project was able to operate. This encouraged farmers to apply fertilizer, and helped IFDC to identify candidates for fertilizer dealers. The voucher program reached 2500 farmers in Malema, and 2500 farmers in Ribaui.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: International Fertilizer Development Center (IFDC), Manica	Name of person: Gil Francisco Mucave, Regional Representative, Tel. 82 752 3843; Gmucave@ifdc.org; Manuel Ginga Goncalvez, Ggoncalvez@ifdc.org; ginga_goncalvez@yahoo.com.br
Location: Chimoio	Date 10.18.2012

Associated Project: PARTI

Information Categories	Responses
Overview	IFDC has implemented the USAID-funded AIMS-I and AIMS-II projects in Nacala

	and Beira corridors since 2007. It has worked in four provinces: Manica, Sofala, Zambezia, and Nampula. It is also implementing the ongoing, USAID-funded BASIS project since 2009 in three districts in Manica province. In addition, IFDC is implementing the AGRA-funded Mozambique Agro-Dealer Development (MADD) Program in Manica and Tete from 2009-2012, which is funded by the alliance for a Green Revolution in Africa (AGRA). This project also funded a loan guarantee program for agro-dealers, administered by IFDC. IFDC also implemented the EU-funded voucher program for two seasons from 2009-2011. In Chimoio, IFDC has worked with AGRA and USAID. The BASIS program conducts social science studies to determine the interaction between fertilizer subsidies, training in financial literacy and personal savings, with the additional impact on the amount of savings resulting from matched savings programs. The Basis program will end in August 2013. The AIMS program began in the Beira corridor in 2007. It has worked in 4 districts in Manica and 4 districts in Sofala. It has six different components: 1) Transfer agricultural technology; 2) human capacity development by increasing the business skills of agro-dealers (ADs), 3) improve the enabling environment for agricultural inputs, 4) support AD associations, 5) strengthen the management information system for agricultural inputs, and 6) a cross-cutting program supported by the FAO for a two year period that subsidized fertilizer in the amount of 70% (which was administered through the EU-supported voucher program). The agro-dealers who were selected as IFDC beneficiaries were chosen jointly by IFDC and the community leaders. Agro-dealer associations were created in each district, with 12 dealers per association. The AIMS-II program ended in September 2012, and the continuing AIMS-III program is expected to begin in November 2012.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The main impact of the project was the creation of a functioning dealer network in each district where the project worked. Before the project began, agricultural inputs were sold only at the provincial capitals. At project end, they were available at shops in the different communities. The project supported the increase in the availability of fertilizer and seed in the targeted locations. For example, Green Belt, a fertilizer mixing plant was established in Beira in 2011.

	Also in 2011, a bulk fertilizer importer (grosista), Africa Fertilizer, was also established in Beira. Previously, there was only one fertilizer plant in the entire country – Mozambique Fertilizer that has operated in Gondola since 2007. The project has changed the mentality and the awareness of producers for the use of fertilizer. However, most farmers use fertilizer only for vegetable production, and not for maize production due to the higher returns for vegetables.
Effectiveness	
Sustainability	IFDC supported the creation of Agro-dealers 'Association in each district to coordinate the dealers' activities. The agro-dealers were linked to banks for credit, and to input suppliers for agro-inputs. When the project ends, the structure is in place through the associations and the dealers, and their linkages with banks and input suppliers to continue these activities. It is not sure if the Associations are sustainable. However, an estimated 40% of the agro-dealers are expected to survive after the AMIS project eventually ends.
Coordination, harmonization and synergy with other entities	There has been close collaboration between AIMS-II and the internal programs implemented by IFDC, including BASIS, MADD (AGRA), the Maize Intensification in Mozambique (MOM), and the voucher project. There has been good collaboration between the AIMS-II project and Agrifuturo. The AIMS-II fertilizer dealers strengthening program worked closely with the producer associations that are supported by Agrifuturo. The agro-input supplier and seed multiplier Dengo Comercial has outgrowers who are emerging farmers and clients of Agrifuturo.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: International Potato Center (CIP), Manica	Name of person: Zelia Menete, Country Director, Tel. 82 300 0784; Zmente@gmail.com; Antonio Zaques Tel. 82 598 6140 Azaques@yahoo.com
Location: Chimoio	Date 10.18.2012

Associated Project: PARTI

Information Categories	Responses
Overview	The main work of CIP is to develop the orange flesh sweet potato (OFSP) as a nutritious food product in different countries in Africa. It has worked with OFSP for the past 15 years. In addition to Mozambique, it works in 15 other countries to develop OFSP. Mozambique is a support platform for different long-term initiatives that support this goal, and is CIP's development model. In Mozambique, the USAID Office of Disaster Assistance (OFDA) is supporting CIP's efforts to produce and distribute seed. Seed production and multiplication is carried out by 350 associated farmers, of which 170 are located in Sofala and Manica provinces. This project support began in September 2011 and will end in September 2013.

	In Mozambique, CIP has developed 15 different drought-tolerant varieties of OFSP that are being multiplied and distributed for different climatic conditions. The USAID-supported project has a duration of two years and requires the project to reach 120,000 households in 5 provinces during this period, which include Maputo, Gaza, Sofala, Manica, and Inhambane. This year, with external funding, the project will expand into Zambezia province as well. The project trains 4 MINAG staff members per district, as well as NGOs that are working in different areas. By the end of the project, there will be 260 extension personnel trained, as well as 350 individual farmers (known as decentralized vine multipliers – DVMs) who produce sweet potato seed vines. In the 2011-2012 season, the project targeted 30 districts; for the following 2012-2013 season the project will target a different set of 30 districts. Last year the project reached 55,000 households in the 5 provinces. CIP's work is to add value to the investment in breeding potato seed. It coordinates with national, provincial, and local governments; it does public-private partnerships with private farmers to multiply the seed, and it uses a voucher system to distribute the seed. The growing season begins in April-May and CIP farmers produce the primary batch of seed from the selected varieties. These are multiplied through a second, and then a third cycle of production. The project provides the resources to pay for the vouchers, and also provides the seed free of cost to the DVMs, who are local producers.
Support to small farmers (SFs)	A key element of the multiplication program is the DVMs, which mostly consist of small farmers and around 12 larger commercial farmers. These farmers grow potato vine material on 1-6 hectares. They are provided vine planting material free of cost, from which they produce vines and roots that they can sell. This production is supported by the work of CIP, which helps to create a demand for the planting material and roots through promotional campaigns and nutritional messages. Information brochures, and recipes for processed OFSP products such as sweet potato flour and pure. Last year, the President attended the launch of the OFSP production season campaign.
Technology Adoption	Simultaneously with CIP's efforts to create a demand for OFSP, it is continuing its breeding work. For example, it has developed a highly nutritious silage for animal feed that includes 75% vines and 25% chopped roots. It continues to breed new varieties for human as well as animal consumption. It is developing a new line of products with different internal colors that have different nutritional characteristics, such as an abundance of free radicals. It is also obtaining feedback on the 15 new varieties that were recently released, that will provide information on best storage practices, palatability, and other considerations. In terms of its overall menu of activities, CIP efforts in research constitute around 45% of its available activities; product development at around 30%; training at around 20%, and commercialization at around 5%.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	

Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	CIP's intent is to create a sustainable seed system that is anchored on the DVM, which feeds into the business of commercializing the seed as well as the OFSP roots. There is a need to develop value chains for potato products including the fresh roots, as well as processed products including flour, juice, and pure. What is needed is more public-private partnerships (PPPs) to distribute the OFSP seed and roots. CIP is constantly negotiating with donors to get additional funding. For example, the funding from OFDA will end in 2013, but CIP is negotiating with an Irish Aid nutritional project for additional funding to conduct a value chain analysis and a market study for OFSP products. CIP has also received a US $30 million grant from the Gates Foundation for a three-year OFSP initiative in 5 countries that will include a market study in Mozambique to inform the decision on which processed products should be produced. This will be followed by training of processors to transform the potato roots into the desired products. This would also include support for formulation of a business plan, and credit financing to initiate the business.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: International Potato Center (CIP), Manica

Visit to Samel Domingos Guizado, MACO, Ltda. Agromaco farm

Location: Chimoio

Name of person: Zelia Menete, Country Director Tel. 82 300 0784; Zmente@gmail.com; Antonio Zaques Tel. 82 598 6140

Azaques@yahoo.com

Date 10.20.2012

Associated Project: PARTI

Information Categories	Responses
Overview	The Evaluation sub-team 1 accompanied the CIP representatives Zelia Menete and Antonio Zaques on a planning visit to the Agromaco farm of Samuel Domingos Guizado, who works as a decentralized vine multiplier (DVM) contracted by the International Potato Center (CIP) to produce planting material for the orange flesh sweet potato (OFSP) that he produces and sells to CIP. Mr. Guizado produced three hectares of OFSP potato vines as planting material

	during the past production season (January-April 2012), as well as sweet potato root production. Since that time, he has maintained about one hectare of potato vine production with a sprinkler irrigation system, which he will use as planting material for the next production season. Since OFSP production is rain-fed, all the planting material produced by DVMs for distribution to small farmers must be available during the rainy season. Therefore, all the DVM production must be irrigated so that the vines can be grown throughout the dry season. CIP produces virus-free planting material to the DVMs and purchases part of their vine production at a contracted price of MZM 4.00 per kilogram of vine material. The producer can sell excess quantities of vines to other producers as planting material, and also can sell the production of OFSP into local markets. Last season, Mr. Guizado produced approximately 250 tons of OFSP that he planned to sell through the Moz Foods Company into South Africa as a food product, but Moz Foods was unable to complete the marketing arrangement. He also produced around 25 tons of planting material, of which CIP purchased approximately 70% of the amount available. Since he did not have ready markets for his excess production of sweet potato root and planting material, Mr. Guizado had to convert his excess production into cattle feed for his farm animals. The CIP "package" provided to the DVMs is OFSP planting material for producing seed material at no cost; technical assistance, and training. CIP and the DVM work through a memorandum of understanding. Normally, around 750 kg of planting material is required per hectare. Production yield of planting material under rainfed, no-input conditions is 10 – 12 tons per hectare; under intensive cultivation, up to 20 tons per hectare is possible. In addition to the seed material, OFSP production of approximately 40 tons per hectare is also produced. This can supply local markets.
Support to small farmers (SFs)	
Technology Adoption	CIP has introduced 15 sweet potato varieties into Mozambique. Three of these new varieties are being grown at Mr. Guizado's farm, and three additional varieties will be tested during the next production season. Mr. Guizado may expand his planted area during the next production season, depending on his cash flow projections and marketing arrangements for his excess production.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	There is a huge demand for OFSP especially in neighboring countries of South Africa and Zimbabwe. However, farmers such as Mr. Guizado are not familiar with export procedures, export requirements, and export certificates.
Impact	.
Effectiveness	To develop an effective production and marketing operation for OFSP, there is a requirement to develop the value chain for this product, which will meet the

	existing demand for sweet potatoes as well as stimulating the production of planting material. This would require linking the DVM producers to available markets, and working to remove constraints along the value chain, including problems that limit exports. In particular, the market in South Africa should be opened, where OFSP sells at premium prices. New, popular consumer products should be developed, including products such as OFSP potato chips. CIP has resisted introducing these products because they are not as nutritious as other potato products such as OFSP puré. However, to develop an agro-industry based on OFSP, serving these popular markets will also be required. This is the essence of value chain development.
Sustainability	The production and marketing system for OFSP is not presently sustainable. It requires continued technical and financial support from CIP. Under the present project structure, it is unlikely that the production and marketing of OFSP and OFSP vines used for planting material will be sustainable. Good markets are available for these products, but they are presently untapped.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	Mr. Guizado is a civil works contractor that has a contract with the Agrifuturo project to construct a warehouse and install seed processing equipment for the seed company, Semente Nzara ya Peva in Catandica. Mr. Guizado complained about excessive delays and bureaucracy within the Agrifuturo project that has required almost 1-1/2 years to reach the final stage where construction can begin. He is upset because during the long period of delay, materials and equipment costs have risen substantially which completely changes his cost picture for this construction project.

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Organization: Sussendenga Research Station (SRS), IIAM

Name of person: Eduardo P. Mulima, Director

Tel. 82 888 2310; 84 790 2255

edmulima@hotmail.com; mulimae@gmail.com

Location: Chimoio

Date 10.25.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	The Sussendenga Research Station is a regional IIAM research station. It collaborates with international research centers (IRCs) operating in the area that are affiliated with the CGIAR group, including IITA, CIAT, and CIMMYT.
Support to small farmers (SFs)	The demonstration plots supported by the IRCs provide an immediate benefit to the participating farmers from better yields and greater production on the small

	plots. However, the greatest benefit is derived from the training and knowledge gained by small farmers that they can apply on their farms.
Technology Adoption	IIAM and the IRCs support the use of in-farm demonstration plots to demonstrate the effect of new crop varieties combined with appropriate agricultural practices. The demonstration plots are an effective means for technology transfer. Oftentimes, the visual impact of the results obtained from a recommended practice (such as improved yields from the use of conservation agriculture during a drought) is sufficiently dramatic that small producers will immediately adopt the new practice.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Under current MINAG policy, new seed varieties that are released in Mozambique must be tested for at least three seasons in at least five sites. If a particular variety has been released in a neighboring SADC country, it must be tested for at least one season. The role of IIAM in the release of new seed varieties is to be involved when the variety is released to ensure that the variety is good. IIAM staff should be knowledgeable about the seed material. After a new seed variety has been released, the sponsoring institution (such as IITA) will contact a seed company to multiply the seed and then distribute and sell the seed that is produced. IIAM and the IRCs use on-farm demo trials as a means for promoting the new seed varieties, and to involve the seed companies in seed commercialization. Based on the initial results from the on-farm trials, some farmers request seed for commercial planting before the seed has been officially released. IIAM encourages this practice, since it further informs the results of the on-farm trials. The use of the new seed varieties is promoted through field days and visits to the on-farm demonstration and trials. Some of the large seed companies such as Panar Seed use their own nomenclature for their seed varieties, even though the basic seed may have been developed by an IRC.
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	IIAM has a limited budget, and a staff that is few in number. For example, there are only five maize plant breeders for the entire country, which is too few to be very effective. Research funding is extremely limited and insufficient to respond to the needs of the farmer. Agricultural extension is the responsibility of the Ministry of Agriculture. However, the link between research and extension is very weak. Communications between the two organizations is poor, and there are no regular meetings that are needed to exchange ideas and to solve problems. Extension people do not participate in the on-farm research trials since they are too busy. A proposed solution is to create a small extension program within IIAM.
Sustainability	
Coordination, harmonization and synergy with other entities	IIAT conducts research trials at SRS every year on cowpea varieties. CIAT has 3 – 4 research treatments at SRS, and also has demonstration plots at farmers' fields in Barue, Manica, and Gorongo districts. CIAT trails are primarily on maize, cow pea, and pigeon pea. These involve agricultural practices dsuch as crop

	rotation, mono-cropping, and the long-term chemical control of termite infestation. CIAT has a permanent location at the research center for its trials on conservation agriculture. CIAT does not rotate its plot locations as do the other IRCs. IIAM has little involvement with the IRCs with regard to their on-farm trials. Mr. Mulima believes that at least one member of IIAM should be knowledgeable of these trials; however, this is not the case. In general, interaction between the research station and the IRCs is on an ad-hoc basis, dealing with specific issues. For example, there are no regular meetings held between the SRS and the IRCs to coordinate their respective activities and to exchange information. For example, IITA has field trials and technicians, but the information flow is directly between IITA field personnel and IITA office staff in Nampula. Within the area served by the SRS, there is little sharing of information. The SRS has no relationship with the PARTI platform at IIAM. Mr. Mulima has heard about the Agrifuturo project, but he knows nothing about what the project does. USAID and other development projects should focus on the entire value chain for a particular crop, from the supply of seed to the final consumer. Presently, seed is being produced but it does not get to the farmers. Farmers produce crops, but it does not reach the market. CLUSA is a good proponent of a value chain
Gender	
Public-private partnership (PPP)	
Project Implementation	The work carried out by IFDC as part of the PARTI platform to support the creation and strengthening of small-scale input dealers in rural areas achieved good results. This is a good model, which should be replicated. It is important to encourage agro-dealers at the community level. Otherwise, an individual farmer may have to travel as far as 50 kilometers to the provincial capital to buy a few kilograms of seed or a small amount of fertilizer or farm chemicals. In view of the high cost of hybrid seed,

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Organization: International Institute for Tropical Agriculture (IITA), Chimoio	Name of person: Jordao P. Carvalho, Research Field Officer Tel. 82 761 3500; Arcthembo@yahoo.com..br Adilson Massimane, Research Field Officer, Tel. 82 570 0960; Adilsonmassimane@hotmail.com
Location: Chimoio	Date 10.27.2012

Associated Project: PARTI

Information Categories	Responses

Overview	Mr. Carvalho and Mr. Massimane are full-time technical officers employed by IITA in Mozambique. IITA conducts research in four locations in central and northern Mozambique, which are linked to the IIAM regional research centers: Chimoio, Angonia, Gurue, and Nampula. In Manica province, IITA conducts research on soya and cowpea, and beginning next season, will include sesame within its crop portfolio. Most of the research is related to testing the different crop varieties, and their responses to different agricultural practices, such as fertilizer application, the use of different agricultural inputs, and different planting dates. IITA has an area assigned for its variety trials at the regional agricultural research station at Sussendenga, and it also conducts on-farm demonstration trials on small plots (10 meter X 10 meter plot size for each treatment) that are carried out by private, small farmers. The desired characteristics for the different crops are 1) early maturing, 2) productivity per hectare, 3) resistance to pests and disease, and 4) resistance to drought. Mr. Carvalho does research on the seven soybean varieties that have been released by IITA and the Ministry of Agriculture for use in Mozambique, as well as 27 other soybean varieties that are being studied for possible introduction. The process of conducting the studies and the release of new varieties is quite long, and requires an effort of up to 4-5 years.
Support to small farmers (SFs)	IITA support to small farmers is provided through the on-farm demonstration trials that are supervised by the institute technicians. IITA provides the required inputs for these trials, and the farmer keeps the crop production from the trials. In addition, IITA conducts farmer training and organizes observation visits/field days for farmers in the community to visit the different demonstration plots, so the trials serve as a training method. Furthermore, the farmers have access to improved seed varieties that are produced on the test plots.
Technology Adoption	Cowpea, and to a considerable extent, sesame, are considered to be established crops and registered, commercial seed dealers such as Dengo Comercial, SEMOC, IAV Seeds, and Pannar are authorized to distribute and sell new seed varieties that are developed for these crops. For example, Dengo recently began multiplying a new cowpea variety (IT00K1263) that had been released by IITA through MINAG; he re-named the IITA variety with his own commercial brand name, and is now selling the new variety as a commercial product through the company's distributors. However, soya is considered a "new" crop and the distribution channels for soybean seed are not well-established. IITA uses the NGO, TechnoServe through a soybean promotion project funded by the Gates as its primary means for distributing soybean seed. TNS serves as a bridge between IITA and the producers. TNS works with outgrowers who are contracted to multiply the IITA seed varieties for sale to TNS, who then distributes the seed to producer organizations and farmers as part of its Gates-funded project activity. For example, two large producer cooperatives, SIWAMA in Chimoio and IKURU in Nampula are recipients of IITA seed varieties from TNS. For each kilogram of seed provided by TNS to the cooperative members at the beginning of the production season, the cooperative is required to deliver two kilograms of seed to TNS at the end the season.The third and final year of the TNS project will end in September 2013, and these IITA technicians are not aware of IITA's strategy for commercializing soybean seed after the Gates-supported project ends. Clearly, there is a need to create private-sector linkage for soybean seed distribution in a manner similar to that used for adoption and commercialization of cowpea seed. Even MINAG imports the soybean seed it requires from overseas.

	Some of the commercial seed companies sell soybean seed, but none of these varieties are the new IITA seed varieties. For example, Pannar has imported seed from Zimbabwe that it multiplies and distributes in Mozambique under its own label, but it does not distribute any of the improved IITA soybean varieties. Phoenix Seed, an Agrifuturo ASC service provider multiplies soybean seed but this company is not authorized to operate as a seed dealer.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

Organization: CIMMYT	Name of person: Peter Setimela , Representative, Tel. 263 772 963436 ; E-mail Psetimela@cgiar.com
Location: Maputo	Date 10.30.2012

Associated Project: PARTI

Information Categories	Responses
Overview	The purpose of the telephone call with Peter Setimela who works at CIMMYT headquarters in Harare was to discuss CIMMYT's work for seed commercialization and its linkage with other projects in Mozambique. CIMMYT conducts maize research trials in Mozambique, with cow pea and pigeon pea as legumes for inter-cropping. It supports the development of drought tolerant maize with funding from the Gates Foundation in numerous countries in eastern and southern Africa, and some countries in west Africa. CIMMYT works with other development projects to conduct on-farm variety trials. It disseminates its results by the practice of organizing field days and through extension workers who work with NGOs.
Support to small farmers (SFs)	
Technology Adoption	CIMMYT supports the commercialization of new seed varieties by working with local seed companies such as Dengo Comercial, Lozane Seed, and Semente Perfectia. Small seed companies such as these do not have the capacity for seed breeding. It gives them breeder seed that can be used to produce new commercial varieties. Developing a new line of commercial seed by starting from small quantities of breeder seed such as one kilogram would take a long time, so CIMMYT will provide the seed company with ½ ton – 1 ton of the parental line that can provide commercial quantities of seed quickly. CIMMYT also provides a description of the characteristics of the tracts where the seed should be grown. CIMMYT also asks the seed companies such as Lozane Seeds in Alto Moloque to test new seed varieties in other locations. CIMMYT provides seed germ plasm to larger seed companies such as Pannar Seed that the company will use to develop into a separate hybrid seed under their own label, or combine the CIMMYT germ plasm with one of their own products. Sometimes, Pannar provides seed to CIMMYT for field testing. CIMMYT works through the Pannar parent company in Zimbabwe, or the Pannar organization in South Africa. It does not work directly with Pannar in Mozambique. The company only imports seed into Mozambique that it requires for markeing in this country; it does conduct seed development in Mozambique. CIMMYT provides training on seed production, capacity building for seed production, and seed testing for NGOs and companies that require assistance.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small	

farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	Due to CIMMYT's limited operations in Mozambique, its seed trials are limited to the Maputo and Chimoio areas. It is not possible for it to expand its trials to other locations. An important constraint is that there are no large seed companies in Mozambique. Small seed companies are emerging, but none of the small companies have the facilities and equipment that are needed. For example, none have seed processing equipment.
Sustainability	
Coordination, harmonization and synergy with other entities	CIMMYT works to bring about the sustained intensification of maize and legumes in Mozambique and Malawi, under programs funded by the Australian government. These programs constitute a wide network of activities on inter-cropping and conservation agriculture. CIMMYT provides improved seed, which the projects test under different management systems and field conditions. The two parties exchange information, and meet once or twice a year to review results.
Gender	
Public-private partnership (PPP)	
Project Implementation	There is a need for institutional support to strengthen seed companies in Mozambique in order to have greater coverage for seed distribution and commercialization. Seed companies should be encouraged to expand.

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Organization: IIAM Project	Name of person: Ignácio Calvino Maposse, Director General, Tel. 823154190 ; E-mail icmaposse@gmail.com
Location: Maputo	Date 11.1.2012

Associated Project: PARTI

Information Categories	Responses
Overview	Dr. Maposse joined the IIAM Institute in March 2012. He described his situation as "growing through the process of knowing". Most of his attention has been confined to the zonal research centers, and the IIAM research stations. He has not yet had time to engage deeply with the platform, although some of the members of the platform have come to him for talks. He believes that the evaluation team members have "talked to the right people" with regard to the PARTI project. He sees the role of the PARTI platform is to bring all the

	research together, along with the stakeholders. His vision is that the platform is not "owned" by IIAM; it should be shared by others. The platform should bring synergy, since IIAM lacks researchers. The platform should be used to bring people together; to mentor young people. He also sees an opportunity to share research with the nation's universities as a means to share expertise and to support academic activities. That would help bring the academic world closer.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	At IIAM, it is hard to hire new people. The process of recruitment is very bureaucratic, and requires as long as nine months to hire a new employee. An open position must be advertised, which requires 3 months to close. The applicants must first be evaluated, and the results published, and afterwards there is a waiting period to wait for complaints on the process. There are watchdog groups that certify and oversee the administrative procedures. In some cases, new hires can be taken on by IITA while they are waiting for a position with IIAM. IIAM has been in contact with USAID to discuss the possibility of instituting a research fund to finance competitive research grants that would involve local, as well as international researchers. A meeting has been scheduled for the coming week to discuss this with USAID. This will be an ongoing process of structuring and designing competitive grants. This program should begin functioning early next year. The PARTI coordinating unit should be more dynamic. IIAM requires farm equipment for its research centers, including a tractor and irrigation equipment.

MEETING NOTES
DCA AND CREDIT

MENDEZ, ENGLAND AND ASSOCIATES

FIELD WORK FOR AGRICULTURAL SECTOR EVALUATION

MEETING NOTES – MOZAMBIQUE

Date of Meeting: September 20, 2012

People met, and titles: Elsa Mapilele, Sergio Macuácua

Organization: USAID/Mozambique

Address: JAT Complex, Rua 1231, No. 41, Maputo, Mozambique

Representing ME&A: Tom Easterling, Tatiana Mata, Jorge Tinga

Purpose of meeting: To learn the background of the USAID Development Credit Authority (DCA) loan guarantee arrangements in Mozambique with Banco Terra (BT) and Banco Oportunidade de Mozambique (BOM)

Elsa Mapilele is the USAID Project officer for the DCA:

USAID presently has DCA programs with two Banks in Mozambique: 1) BOM, valued at US $2 million for micro-finance and agricultural trade; 2) Two DCA facilities with BT, the first valued at US $4.5 million and the second at US $10 million. The second facility is jointly financed with SIDA (Sweden), targeted on agricultural and tourism. However, the bank has not yet made any tourism loans.The first was created in 2009 with a seven-year life; the second was created in 2011 with a seven-year life.

Agrifuturo has a formal agreement to support the loan guarantee programs (LGPs) with BT, but it works with BOM on an informal basis.

The US $10 million facility with BT has a quick uptake, mainly because the available loan amounts are higher. The máximum loan amount is US $1.5 million; average amounts are in the range of US $400K – US $600K. Previous facilties had a máximum loan amount of US $300K, with an average loan size of US $100K.

BT had problems with loans with emerging farmers (loans not repaid), and afterwards BT increased the interest rates on its loans to other borrowers, and is reluctant to make agricultural loans. For example, the bank refused a bank loan for expansion to 100 hectares of a 50-hectare banana farm that is fully equipped and operating. The loan applicants had insufficient collateral.

In the past, USAID/Mozambique had a DCA guarantee with BCI that only had a 50% utilization rate. The bank felt there were no bankable projects. Furthermore, this bank had more attractive facilities available, such as 90% guaranteed loans, and GOM subsidized loans.

The present DCA projects are focused on farmers, not the banks. In other words, no training or support has been provided to the banks themselves to help them better understand and manage an agro-lending portfolio.

USAID has tried other financing options, including 1) A leasing agreement with Standard Bank and John Deere, Inc. to finance the lease purchase of new tractors at 19% interest rate. This did not go through because the bank backed out at the last minute; 2) USAID tendered a venture capital financing facility using local currency funds with two local partners. Unfortunately, the potential partners became unreliable and unresponsive and were rejected as partners. 3) USAID is presently analyzing the possibility of using a warehouse receipts financing arrangement for producers and marketers of agricultural commodities.

USAID is now exploring a new US $9 million agricultural grants facility to be administered by an NGO. This would provide 30% matching grants for agro projects. Grant amounts would be up to US $100 K. The matching portion could be in-kind funding.

Mozambique has village-level Savings and Loan cooperatives, and there exists a national Association of Micro-finance institutions. However, it is felt that S&L loan rates are too high to serve agriculture. This quick turnover, micro-leans are best suited for small traders.

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MENDEZ, ENGLAND AND ASSOCIATES

FIELD WORK FOR AGRICULTURAL SECTOR EVALUATION

MEETING NOTES – MOZAMBIQUE

Date of Meeting: September 20, 2012

People met, and titles: Douglas B. Pond, Chief Commercial Officer

Organization: Banco Oportunidade de Mocambique (BOM)

Address: Av. 24 de Julho, No. 4136, Barrio Malanga, Maputo, Mozambique

Contact: Tel: +258 21 407 424; Cell +258 82 319 9050 Fax +258 21 407 428;
Douglas.Pond@banco-oportunidade.com

Representing ME&A: Tom Easterling, Tatiana Mata, Jorge Tinga

Purpose of meeting: To learn about BOM's loan loan guarantee arrangement with USAID Mozambique

BOM is a faith-based organization, which is a subsidiary of its majority owner, Opportunity USA. The USA organization forms part of Opportunity International, which operates in 40 countries around the world, including 10 in Africa. BOM is supported by five different donor countries, including USA, Germany, and the UK.

BOM provides micro-lending services. The amount of its loan portfolio is US $7.5 million, of which its current agro-lending portfolio is only US $300K. However, by the end of 2012 it plans to double its agro-lending portfolio to around US $600K as a result of an ongoing program with the Empresa Comercial de Agricultura (ECA), which is backed by AGDEVCO and the Beira Agricultural Growth Corridor (BAGC).

BOM began its agro-lending initiative in June 2008, after the Board of Directors of Opportunity International decided to initiate agro lending in Mozambique. BOM met with Technoserve, Agrifuturo and other extension service providers to enlist their collaboration in providing technical assistance to loan recipients. Presently, BOM operates with key development partners that provide support to small farmers. ADRA is its partner organization in Zambesia. CLUSA is its partner in Manica Province, in the Kongwe District, where BOM provides production financing. In Manica and Tete provinces, BOM works with IFDC to finance the agro-dealers they train. BOM also supports small farmers that have supply contracts with the World Food Program, under its P4P purchases for emergency food aid.

In its rush to begin its agro-lending program with emerging farmers in its first year (2009), BOM financed maize crops that were planted late and were later affected by drought, with disastrous results. It recovered very few of the agricultural loans it placed. It now has a strict schedule for planting and other crop production milestones. If the latest scheduled dates are not met, BOM will not provide production loans.

The loan recovery rate later normalized. For example, small farmers contracted by WFP have a 100% repayment rate. Similarly, the recovery rate for trading loans is 100%. The recovery rate for the DCA guaranteed loans will have to be obtained from the DCA website. However, guaranteed loans to producer associations do not show the names of the individual borrowers within the association. It only shows the name of the President of the Association, as the person responsible. The evaluation team will have to obtain the loan details from the DCA website, or from USAID.

The evaluation team should work with BOM partners including CLUSA, Technoserve, and Agrifuturo to obtain contact information for the DCA beneficiaries. The team was reminded not to reveal that the client loans are guaranteed.

BOM uses a "hub and spoke" field structure with field offices in a few provincial capitals. It also has some satellite offices, as well as mobile banking vehicles. However, mobile banking services are expensive: Mr. Pond believes that a portfolio of at least MZM 5 million is required to support one mobile banking unit.

He believes that agricultural loans, especially horticultural loans, generally have high returns and can adequately support the monthly interest rate of 3% that is charged by the bank.

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Organization: Banco Terra (BT)	Name of person: Jose Jeje, Agricultural Loan Officer 82 484 9920; Jjeje@bancoterra.co.mz
Location: Pemba	Date 9.21.2012

Associated Project: DCA

Information Categories	Responses
Overview	Banco Terra (BT) has two DCAs: the first for US $4.5 million has provided guaranteed funding for 95 rice farmers in Gaza, and the second DCA for US $10 million is providing loans to exporters and big commercial farmers. Five loans have been issued – one in Niassa; one in Gaza; one in Nangade, and two or three in Manica. Most of these loans are arranged from bank headquarters in Maputo. BT Dealing with small farmers is extremely problematic. In 2008-2009 BT used the CLUSA guarantee fund for 60% guarantee of small farmer loans, and the ADIPSA guarantee fund for 40% guaranteed loans, for a total 100% guarantee. Of a total 20 farmers, only 2 succeeded. The offtakes went late to buy crops, and farmers started side selling; the bank did not know that farmers were side selling. In 2009-2010, in the second year of this program, 5 small soya producers in the Nioma area of Zambezia province obtained financing; only 2 were able to repay their loans. This 100% guarantee was provided by the CLUSA guarantee fund and the Rabu Fund. In 2011-2012, BT started again with CLUSA, and Agrifuturo came in with a cluster development program with two commercial farms in the Manica area (GNG and Vincent), one with 7 outgrowers and the other with 8 outgrowers. This program was guaranteed 60% by ADIPSA and 40% by the RABU fund. All the crops failed due to no rain. The farmers planned to plant maize and bean crops but planting was postponed. Furthermore, there was side selling by the farmers. This program was only for overdrafts, whereas DCA is for loans. In general, what we call farmers in Mozambique are farmers by circumstance and not real farmers; they are not professional and not disciplined. Technical assistance is lacking. People need TA and coaching in rural areas. Emerging farmers especially need TA. They do not know what to do in case of pests or disease. CLUSA does not have the skills to provide this TA, nor does Agrifuturo. It is only talk. Comprehensive extension service is needed. TA and training are not the role of BT. The bank relies on partners in the field to provide these services. The promotion of business opportunities is needed, such as that provided by Agrifuturo. However, in addition, there is a need to drill down and look at the farming perspective; to identify gaps, conduct training, and start with a pilot program. BT never had a MOU to work with Agrifuturo; the project was not prepared to handle the requirements of the MOU. Agrifuturo started a program with GNG but later stopped.
Support to small farmers (SFs)	The first DCA group of rice farmers was associated as outgrowers with a big rice company, Mia Mosfair. The company served as a mother farm to the rice growers. BT allocated one ag officer to coordinate the entire operation. The

	company made the pre-selection of potential borrowers, and the bank made the final selection. The requirement was that a) the producers must know how to grow rice; b) they must farm more than 10 hectares, and c) the company did land preparation and provided inputs, chemicals, and technical assistance. After the farmers were selected, the bank reviewed their qualifications as borrowers. The bank also checked their credit history with the credit bureau, using their names and Tax ID number as reference. Those that passed the review opened an account, and their application was approved. To avoid mis-use, loans were provided in-kind as needed; if the farmer was not performing well, subsequent disbursements were cancelled. For example, after land preparation was completed, the company Mosfair would submit an invoice that the farmer would sign, and the farmer's loan funds would be disbursed to Mosfair (no cash would go to the farmer). The invoice showed the services that were provided. The average loan amount for a 10-hectare farm was approximately MZM 250,000 (approximately US $10K). The loan repayment was made after harvest. All the sales proceeds were deposited at the company's bank account at BT. The farmers also had accounts at BT, and after loan amounts were deducted, remaining amounts were credited to the farmers' accounts. Unfortunately, the results were not good from this loan. There were heavy rains and flooding during the 2011-2012 season. Most farmers had problems. Only three farmers succeeded, who planted late, and whose farms were outside the flood zone. The entire season was almost entirely a total loss. BT is claiming the loan guarantee on 91 loans. All the infrastructure was destroyed by the flood, and subsequent financing is impossible. Even the Mia Mosfair company suffered heavy damage. The agreements are clear: land preparation was completed in September 2011; planting began in November 2011, and the program ended in August 2012.
Technology Adoption	
Rural and/or agricultural finance	The second DCA is for dollar-denominated loans for bigger farmers, with interest rates ranging from 7.5% - 8%. The minimum size loan is US $250K. The interest rate for Metecal loans ranges from 22% to 25.5%. BT wants to be the leading agricultural bank in Mozambique. Its goal is to have 40% - 50% of its portfolio in agribusiness loans. The BT Board of Directors believes that agriculture should be the bank's main focus. However, BT alone cannot do anything to improve agricultural finance. BT is now focusing on larger farmers. BT has been approached by Technoserve (TNS) in the Gurué area to finance outgrower programs forseveral large soybean producers. A new project proposal by TNS to be funded by the Dutch intends to for providing farm equipment including tractors, implements, and irrigation equipment under a program of 50% grants, 40% loans, and 10% equity. The loan portion would be guaranteed by the DCA. These would be five-year loans. As a separate package, TNS is requesting financing for 5 small farmers, each with an average of 10 hectares for seed production. BT has several concerns – Will this work or not? Should I give them my money? Will they repay in 5 years? Do farmers have the management capability? Do they lack technical skills? What is the risk? Are spare parts available for the equipment? Are the farmers competent in equipment maintenance? Is the knowledge there? Are there sheds to store the equipment? What happens if the

	equipment breaks down? TNS is there to get the grant and to help arrange the loans; not to manage the program. BT policy for these ventures is the following: 1) Borrowers must be entrepreneurial , 2) the business proposal must be viable, 3) the borrower must show their commitment by providing some equity, depending on the size of the farm: For new companies, 50% equity is required; small farmers must provide 10% - 20% equity; 4) collateral is required (house, etc,) for at least 100% coverage. The timing and the of the loan depends on the investment requirements as spelled out in the business plan. BT does not develop a business plan for a client, but it will work with the client to refine the business plan to make sure it is reasonable (ie estimated production yield of 10 tons per hectare would be reduced). Annual interest rates are 22% per year in Metecal, or 7.5% - 9% in dollars. The internal review process for BT is the following: an internal committee has the authority to review and approve bank loans up to US $2 million; for greater amounts, approval by the Board of Directors is required.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	Presently, "know-how" by farmers is lacking. Furthermore, small farmers generally have no collateral to offer. Even with a DCA guarantee, BT is not willing to finance small farmers that have nothing to offer. Future financing interventions will be carefully reviewed. Some crops are simply not attractive; they have the wrong varieties, and yield per hectare is low. In many cases, management capability is deficient. Before loans are provided, the bank will review crop budgets, returns, and costs on a per-hectare basis, and will determine the profitability of the investment. Farmers in default will have their names in the Credit Bureau, and will have to clear their record before being provided additional loans.

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Organization: ASS - Microcredito	Name of person: Alexandre Salvador Sumbana – Executive Manager – assmicricredito@tdm.co.mz
Location: Nampula	Date 10.08.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	Mr. Sumbana is a Executive Manager of ASS that is a microfinance institution providing loans to the small farmers in the districts. The business was established in 2009 with a seed money provided by FARE to build a capacity in the district of Moma – seed capital = US$ 40,000 and loan to start the business = US$ 50,000 – loan paid and cleaned. In 2010 opened the Mogovolas branch financed by PROPAPA – agriculture program to support the initiatives of poverty reduction under MINAG – seed capital = US$ 30,000 for capacity building and loan = US$ 300,000 – loan under payment. In 2012 (May) AgriFuturo start a contacts to build the relationship with ASS and an agreement will be signed in near future to support the outgrowers in Namialo (Meconta district) who are linked with Matanusca and Cotton Company based in Namialo. Scope of the program the ASS will be responsible for: 1. Support the farmers with small loans to produce crops (banana and cotton) for selling to the two companies; 2. Training in business management the members of associations and cooperatives – basic knowledge in accountant and agribusiness skills; 3. Organize into the associations and cooperatives the SLGs program as a financial education for the members AgriFuturo will support in amount of US$ 28,000 for: 1. Pay the training program for ASS technicians in Maputo to be graduated as TOTs certificated from IFC; 2. Support all the costs for assistance of the farmers' associations and cooperatives in Namilao
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	ASS is a company with knowledge and experience in the region as private entity. All the loans that get from different institutions was paid

	The program to be start in near future with AgriFuturo, hope will be sustainable due for ASS experience in the business
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Banco Oportunidade de Mocambique (BOM), Manica	Name of person: Vasco Nunes, Agriculture Advisor
	Tel. 82 303 0481; vascon@gmail.com
Location: Chimoio	Date 10.18.2012

Associated Project: Development Credit Authority (DCA)

Information Categories	Responses
Overview	BOM began providing seasonal credit to small farmers that are allied with the USAID-supported agricultural projects in central and northern Mozambique about a year ago, for the 2011-2012 production season. These financing mechanisms include the following actors: 1) A reliable buyer, such as the World Food Program's P4P program; an external service provider (ESP), such as an NGO or often times, by the same buyer; 3) a producer organization, such as an association or cooperative that serves to consolidate the production from many individual farmers, and 4) Banco Oportunidad. BOM has core links with Agrifuturo and CLUSA, and considers the group structure linked to a buyer as excellent. It sees this network of participants as being highly bankable. Without this structure, the risk to the bank would be entirely too great. First is the risk of default by small farmers who have been the recipient during many years of donor and NGO grants and handouts. They do not recognize the distinction between a grant and a loan. The amount of money that has poured in from the donor community since the end of Mozambique's civil war is a big threat to BOM. Second is the risk of crop failure due to drought, pests, and disease. All the small farmer crops are rain-fed, and subject to adverse weather conditions. The risk of climate failure that affects a large number of farmers with rain-fed crops is scary. BOM began providing loans only last year to rain-fed producers; it had never done that before. During its first season (2011-2012) BOM did not finance production loans; it limited its exposure to marketing loans. For example, the WFP normally makes its final payment to the farmers some four months after their grain has been delivered to the WFP-affiliated warehouse. BOM would provide loan financing for the four-month period that the grain is pending payment, while being stored at the warehouse. BOM plans to provide a limited amount of production loans on a trial basis during the coming season. It is also looking at providing equipment loans to groups of small farmers, and is presently developing a financial product to provide financing for slightly larger, individual small farmers. These individual loans will be limited to no more than the equivalent to US $4,000 per person. Normally, BOM only lends to groups of

	small farmers. In terms of the USAID agricultural portfolio, BOM has financed groups of producers in the following locations, with different sponsors: 1) Agrifuturo-Clusa in Chimoio/ 2) ADRA – Macuba, Zambezia; 3) World Vision – Gurué, Zambezia; 4) CLUSA – Tete, Olongye. In all these cases, it is the WFP that is contracting maize grain from the producer unions. Last year, BOM began financing pilot programs for soya in Barue, Manica, and Gurué, Zambezia. The entire BOM-small farmer financing program took off about a year ago. The DCA loan portfolio guarantee program began in 2009. The guaranteed amount is US $2 million, which covers a portfolio of US $4 million with a 50% guarantee. The BOM portfolio amount that is guaranteed is approaching US $1 million. BOM's policy is that no more than 25% of its loans will be directed to a particular sector. BOM normally provides loans only to producer associations. Its maximum loan amount per individual is the equivalent to approximately US $500. Another criterion for group lending is that one individual cannot get more than 20% of the financing for the entire group; otherwise, the solidarity aspect of group lending is lost. In general, village savings and loan (S&L) initiatives are unsuited for agricultural lending since all the members of the group require financing at the same time. Consequently, loans by these groups are more useful for emergency lending or trading activity. As a matter of policy, BOM loan officers live in the communities where the loans are made. This helps with borrower screening, and also brings a deeper understanding of agro-lending than merely using loan officers with no agricultural experience. Many of the BOM loan officers were agricultural extension agents in the tobacco industry.
Support to small farmers (SFs)	Last season, BOM financed a production scheme for a maize outgrowers associated with the ECA Company in Barue. The company contracted for maize production by an association of small farmers and facilitated in-kind credit to small farmers for seed, fertilizer, some farm chemicals and transport. BOM negotiated with the transport company to deliver the products at the lowest possible cost. Last year, ECA did not make the deduction from the small farmers to repay the bank loan. However, when the crop was delivered, the BOM loan officer sat at the same table with the ECA accountant who was paying the farmers for their products, and deducted the amount each farmer owed the bank, before making the payment to the farmer. For the next season, ECA will deduct the amount owed to BOM from the payments to the farmers. For the next season, BOM plans to expand its loan coverage to include additional companies. For example, it is now registering farmers with this company. BOM is also planning to work with Prio Foods company under a similar arrangement. In the case of Prio Foods, the external service provider is two NGOs that support the company's outgrower scheme. Another good client is Technoserve (TNS): This NGO has a grant from the Gates Foundation to create a seed marketing system in Gurué. TNS buys seed from small farmers under the BOM lending methodology. The fact that TNS has a Gates Foundation and is also a seed buyer is a big plus for BOM. Over the past year, BOM provided seasonal loans to approximately 400 horticulture producers who successively rolled their loans over throughout the entire year. The loan amount to this group was stable throughout the entire year. For rainfed crop loans, during the production season from October 2011 until approximately July 2012, roughly 2,000 people benefitted from production

	loans. However, during the trading season from July through September, its trading loans reached around 14,000 people in 12 different producer unions. In addition, during 2011-2012, IFDC provided its own loan guarantee amounting to about US $100,000 for working capital loans to fertilizer dealers in Manica, Sofala, and Tete. Only around 3% of these loans was written off as bad debts.
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Banco Oportunidade de Mocambique (BOM)	Name of person: Manuel Amadeu, Agricultural Loan Officer Tel. 82 815 1944; 82 306 5437
Location: Barue	Date 10.24.2012

Associated Project: Development Credit Authority (DCA)

Information Categories	Responses
Overview	In the Barue area, BOM has loan programs with three producer organizations: 1) Samora Machel, 2) Culima Cuacanaca, and 3) Bhatini Bhaldza. It also has a loan program with agro-dealers, which is supported by IFDC. The three cooperatives have sales agreements with WFP to purchase pre-established volumes of maize, under WFP's Purchases for Progress (P4P) program. The first two producer

	organizations are supported by the Agrifuturo project, and are considered as Agrifuturo FOSCs. All three organizations produce maize, which is sold to WFP and others, and soya, which is sold to Abilion Tunes, a large poultry producer. For maize purchases the cooperatives contract with WFP to deliver a certain quantity of product. If the members are unable or unwilling to deliver the amount required to comply with the WFP contract, the cooperative is required to purchase maize from external producers to complete the sales requirement. BOM provides loan funds to the producer organizations for these external purchases. WFP purchases maize at the end of the harvest season at a normal price of MZM 8.00 per kilogram, compared to the local market, seasonal price of MZM 5.00. However, the WFP is quite strict on its maize quality requirement, and furthermore, WFP requires as long as 3-4 months to make the final payment for the maize purchased from the cooperative.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	None of the producer loan programs are for crop production; instead, they are some form of credit for trading the grains that are produced. For the WFP maize purchases, BOM will provide credit to the cooperative in the amount required to purchase grain from outside suppliers to meet its delivery requirement to the WFP. The maximum amount of credit for a single organization is MZM 650,000, provided from 3- 12 months at a monthly interest charge of 3%. BOM is now entering its second season with this credit line. Thus far, its loan recovery rate is 100%. Presently, the Samora Machel Cooperative owes an outstanding amount of MZM 232,000 on a loan of MZM 545,000, where the Culima Cuacanaca Association (CCA) owes an amount of MZM 281,000 on a trading loan of MZM 408,000. These loans are not without risks. For example, during the last season, CCA had a contract with WFP for 90 tons of maize grain and could only produce 20 tons. It purchased 70 tons from outside suppliers to complete its contracted amount. Unfortunately, WFP rejected the 70 tons that CCA purchased from third parties, and it had to sell this amount at local market prices. The Association may default on its BOM loan. According to Mr. Amadeu, the members are planning to grow a sesame crop that they will sell to repay the BOM loan. BOM is not financing the sesame crop. In addition to the problem related to the quality of its maize it purchased for delivery to WFP, this association had another setback: The WFP cancelled its last purchase order from CCA at the end of its last fiscal year on September 30, 2012, apparently due to a fiscal year-end shortage of funds for grain purchases. This caused further losses for CCA, since it had to search for additional buyers. Additionally, the association members are complaining and blaming the association leadership for these setbacks. During this past year, BOM also provided trading credit to agro-dealers that were sponsored by IFDC. This credit financed the inventory of the agro-dealers while it was pending sale. This credit was backed by a guarantee from IFDC. These loans are provided for a maximum amount of MZM 600,000, with a term of 8 months, and an interest rate of 3% per month.
Community support for Food Security	

Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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MEETING NOTES
MULTI-YEAR ASSISTANCE PROGRAM

Organization: ADRA	Name of person: Lynn Boyd, Country Director Tel 82 310 2590;Lboyd@adra.org.mz
Location: Maputo	Date 9.24.2012

Associated Project: MYAP

Information Categories	Responses
Overview	ADRA is one of the MYAP USAID contractors, with Samaritan's Purse and Mano a Mano as sub-contractors. ADRA has worked for many years in Mozambique, and trust levels between the NGO and the community are high. The MYAP program was originally planned for 5 years but was later reduce to three years, and subsequently was incrementally increased to 5 years. MYAP is an income generating project that helps small farmers to increase their incomes. MYAP is a continuation of two earlier projects. It seeks to create producer associations and to strengthen value chains, and linkages with suppliers, buyers, and exporters. It has a nutrition component, with health and sanitation. It also supports behavior change on how to use the increased income, as well as adult literacy and good agricultural practices. There are two SOs: 1) Increased income for 37,500 beneficiaries, with IRs to increase ag production and sales; the second is 2) improve the nutrition status for 40,000 beneficiaries. The second SO is monitored through growth moniting, HIV and malaria awareness; linkages with health facilities, and mobile clinics. It works with community health counselor volunteers to improve diets for mothers and children, and to fortify traditional food with nourishing products such as leafy vegetables. In light of community transportation difficulties, ADRA focuses on communities located more than 10 km from a health facility ADRA has ag technicians, health technicians, and marketing technicians; on average, one technician per association of 25 people. Associations have 25 members whereby unions contain 10 associations.
Support to small farmers (SFs)	ADRA trains farmers in improved agricultural practices through demonstration plots and farmer field schools. It also works through farmer volunteers whereby each trained farmer is required to train other farmers. ADRA also helps to create and legalize farmer associations that have the legal capability to do business. Some ADRA-supported small farmers are selling grains to the World Food Program. This helps them to become commercial farmers.
Technology Adoption	
Rural and/or agricultural finance	With the initial truncation of the MYAP program, credit was dropped. SCIP has a village savings component. ADRA has initiated a few credit programs, which will be turned over to SCIP. The main credit needs are for input supplies. A good credit mechanism is for the buyers of farm products to provide input supplies. Another solution for credit is for larger companies to engage small farmers as outgrowers, with arrangements for input supplies to be provided.
Community support for Food Security	ADRA, through a separate initiative, obtained funding to purchase well drilling equipment for drilling deep water wells which have benefitted the MYAP project. ADRA has drilled 600 wells throughout Mozambique, of which 300 are in Zambezia.
Facilitating linkages between small farmers and	

supporting organizations	
Facilitation and support for ag sector policy reforms	Land policy and land rights are major issues in Mozambique. Government policy is that small farmers have a say in what happens to the land. By creating legally constituted farmer organizations (FOs), with national identities that can be registered, SF land rights are protected. Without mechanization, a farm size of approximately one hectare is the maximum that a small farmer can work.
Impact	
Effectiveness	
Sustainability	By creating joint marketing systems through associations, a relationship structure is put into place that makes the farmer marketing process sustainable. However, all ADRA's work is subject to the absence of natural disasters – for example, one year of drought would erase all the gains achieved. A big challenge is that funding through monetization of commodities is stopping. However, Feed the Future will be able to pick up the more successful farmers. Many farmers are making good progress but continuing support is needed. On the health side, sustainability is difficult. Due to limited funding, GOM will not be able to fill the void left by MYAP. The SCIP project will be able to assume some of the support for health initiatives for its remaining life.
Coordination, harmonization and synergy with other entities	ADRA works with small farmers and the nationwide government information system created by MSU called CIMA that provides small farmers with market prices and market information by spreading information through radio programs and through the associations. This helps the farmers and their associations determine appropriate selling prices. There is limited coordination with government, because government extension is almost non-existent. The Finnish Development Fund, Prodeza, is supporting ADRA for small farmer initiatives in cooperative development in Zambezia. ADRA is developing cooperatives with funding for USAID and Prodeza. The EU and AUSAID are active in Zambezia, as is the IIRI support for rice farming and seed production.
Gender	
Public-private partnership (PPP)	For seed supplies, ADRA works with the private company, PANA. MINAG makes recommendations on seed varieties.
Project Implementation	At the beginning of the project in early 2008, ADRA did a market study for MYAP to determine which crops and which strategy to follow. Crops included maize, ground nuts, pigeon pea, and cashew. ADRA then developed programs to remove the constraints to these value chains in its targeted area, such as lack of storage, exploitative buyers, and the lack of private warehouses with access to big trucks. Now that FOs have a tax number and are legalized, there is a structure around which development organizations can work, and a mechanism to solve joint problem, such as aflotoxin control and drying techbology. A lesson learned is that a good assessment at the beginning of the project is helpful. This should be encouraged and supported. There will be a continuing need for the introduction of mechanization and animal traction; basic processing of crops; there is a huge need for literacy programs in rural areas. Under MTAP, farmers are being taken to the equivalent grade 7 in literacy. In terms of community development, an ideal situation would be where community land is made productive through community development projects

	coupled with good governance. This would be an integrated program including health, agriculture, governance, and civil society, all on common land.

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Organization: World Vision Mozambique (WV)	Name of person: Callum Newman, Country Director Callum_Newman @wvi.org
Location: Maputo	Date 9.24.2012

Associated Project: MYAP

Information Categories	Responses
Overview	World Vision Mozambique implements the SCIP project as one of the MYAP projects. For MYAP it operates in 8 districts in Zambezia. ADRA has project activities in the remaining MYAP districts in Zambezia, so there is no overlap. All the MYAPs have a similar results framework. WV implemented Development Assistance Framework (DAP) – I which had a similar structure to the current MYAP. WV has a provincial manager in Quelimane who provides day-to-day project management, as well as supervising the 8 district coordinators and the team of technical experts in health, resilience, and agriculture. The agricultural specialist is a retired market specialist who supports agriculture and M&E. Separately, there is a provincial manager who works for World Vision and supervises the IRD programs. MYAP and SCIP work closely together. For example, the nutrition element of SCIP supports production, and the MYAP program supports SCIP implementation. For maternal health, water, and sanitation, SCIP implements some activities for MYAP. In general, the two programs share data, facilities, and exports. SCIP was extended for a 5th year until July 2013, when it will be phased out. ACDI/VOCA was dropped by USAID and is no longer in Mozambique.
Support to small farmers (SFs)	WV is supporting around 330 agricultural associations, with project efforts focused on association leadership. It works "on the ground" to increase the adoption of technology, including crop varieties, fertilization, irrigation, and soil conservation. Over time, the uptake of fertilizer use and improved seeds has been very high. However, the main factor limiting this uptake is the limited availability of input supplies. The supply chains are undeveloped. Group marketing of agricultural crops through the farmer associations (FAs) is a very important element of support. This enables farmers to more effectively associate with traders for higher product prices, which increases household income. Some farmer Federations provide grain supplies to WFP, which provides a reliable market. Some of these organizations have invested in improved storage facilities. For example, WV promoted the Gorongosa grain silo, which has had a dramatic effect on post-harvest losses.
Technology Adoption	WV has selected several high-nutrient value crops including orange flesh sweet potato (OFSP) that are being promoted for consumption within its targeted communities. It also promotes sanitary practices ("technology") such as hand washing and breast feeding. WV has also provided recipes for nutrition for

	children under five years of age.
Rural and/or agricultural finance	
Community support for Food Security	MYAP has the best delivery mechanisms for health and nutrition in Zambezia, through its extension staff, volunteer network and its linkage with the government health network. WV helps build the capacity of local communities to respond to emergencies. During the first project year, WV began working in two districts and has successively added more districts. It is now working in four districts, in low lying areas prone to annual flooding. There is a new, National Crisis Management Institute that provides early warning information by radio. This early warning system is linked to the provinces, but the provinces are non-functional, so the system is inoperable. GOM has not obtained donor support for this.
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The project is reaching high numbers of people. Direct beneficiaries of the project are approximately 12,000 households per year. Health and nutrition has the greatest number of beneficiaries. There are fewer ag beneficiaries than there are health beneficiaries.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	WV has achieved a major success in its collaborative effort with the World Food Program (WFP) and the FAO to integrate grain storage into the value chains for grain crops purchased by the WFP. WV is working with Agrifuturo (AF) to promote pineapple production for local markets, including fresh fruit jams, juice, and jellies. Technoserve is promoting "out of season" production of pineapples using varieties from South Africa. There is a complementary market for pineapple planting material.
Gender	The promotion of women in leadership positions in the WV-supported agricultural associations has been a notable success. Around 25% of the associations are led by females. WV has found that, in the general population of men and women, females tend to focus on health and nutrition issues, while men tend to focus on marketing.
Public-private partnership (PPP)	World Vision, as do many international NGOs raise private funds to support different charities and causes, such as child sponsorship. These donations support and complement donor funding, although it is a challenge to avoid co-mingling funds. In Mozambique, WV has participated in Area Development Programs (ADPs) for the past 15 years. These programs are partially private-funded, and normally cover nutrition and health, water, and sanitation initiatives. The target areas usually comprise around 50,000 people. USAID supports ADF programs in Zambezia, whereas AUSAID and DFID support these programs in Nampula, Tete, and Gaza.

Project Implementation	A major challenge is how to increase the participation of men in health and nutrition activities. A second challenge is how to obtain the resources to supply food additives. A major success in nutrition activity is the creation of a strong base in public health message delivery. Last year, WV realized that it was focusing on too many activities, with too many crops and technologies supported, and was too thinly spread. This year, WV has become more focused on a narrower range of activities. By focusing on key technologies, it decided to drop its emphasis on mechanization, including animal traction. The original intent was to respond to labor shortages at the household level, and to increase production by making labor more efficient. However, the multitude of required activities (animal training, veterinary services, the introduction of novel equipment) provided fewer returns than from other technologies, and was dropped. As part of the consolidation process, WV reduced the number of crops that it is promoting from 14 crops to 10 crops. (There is some difference in the value chains recommended by Technoserve (TNS), a sub-contractor for the Agrifuturo project, and the crops promoted by World Vision).

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Organization: Food for the Hungry (FH)	Name of person: Dan Breneman, Country Director Dbreneman@FH.org
Location: Pemba	Date 9.24.2012

Associated Project: MYAP

Information Categories	Responses
Overview	FH has been implementing the MYAP program in three districts of Cabo Delgado since 2008. This is an integrated program with three main objectives: 1) Protect and enhance the capacity of agricultural households for agricultural production; 2) improve the health and nutrition status of pregnant and lactating females and children under 5 years; 3) enhance the capabilities of the communities to mitigate the factors affecting food security. The FH project works in approximately 50 communities within the three targeted districts. FH is presently working on a no-cost project extension until July 2013. FH collaborates with the other MYAP partners for the monetization program through the committee headed by World Vision. FH has been in Mozambique since 1987 with other programs; most recently it was engaged with the DAP project in Sofala province.
Support to small farmers (SFs)	The FH ag program works in 40 communities of the districts of Palma, Nangade, and Moc. De Praia. It provides technical support for ag extension, and has a marketing component. It supports 415 groups, composed of 8,000 people, mainly for agricultural production. Farmers sell their surplus production, and use the money for family livelihood. FH has organized links to buyers for crops including sesame, ground nuts, rice, cowpeas, and cashews. FH linkage with individual farmers is through farmer volunteers. FH has a field staff of 8 extension agents, with each agent working through 15 volunteers each.
Technology	

Adoption	
Rural and/or agricultural finance	The FH agricultural program manages a village savings and loan (S&L) component, composed of 179 groups composed of 3,000 beneficiaries. The FH S&L team is composed of three people, one for each district, and each FH team member works through 15 volunteers to reach 45 S&L groups.
Community support for Food Security	FH collaborates closely with the Ministry of Health system in its targeted districts. However, the health network is poor. The project has volunteers in all its communities, but they are quite scattered. FH encourages maize production as a food security crop. However, in coastal areas the soils are too sandy and not suited for maize production.
Facilitating linkages between small farmers and supporting organizations	IIAM is based in Nampula, some 800 kilometers away, so there is little impact or interaction. FH conducts trials on the new varieties. For example, two varieties of cowpea were released last year. The Ministry of Agriculture does not have the capacity to support the FH program.
Facilitation and support for ag sector policy reforms	
Impact	There are 8000 direct beneficiaries of the agricultural component. The project impact is reflected in PMP data. The FH M&E Department conducts an annual survey of beneficiaries to provide data that it compares to baseline data. The FH team will do a survey in February 2013 to provide data for the final evaluation report (the project will end in September 2013).
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	Several international organizations work in the FH districts: The Aga Khan Foundation is working in food security, funded by CIDA; Spanish Cooperation has selected Cabo Delgado as a target area; FH coordinates and exchanges information with several small projects funded by the Elizabeth Glazier Foundation for health and HIV/AIDS initiatives. MINAG moved into the three targeted districts in 2007, and FH has good coordination with its staff. FH does not put staff into those locations where the Ministry staff operates.
Gender	
Public-private partnership (PPP)	
Project Implementation	The biggest challenge to project implementation is the lack of infrastructure, for production, communications, and marketing. Last year the government put in a power grid, which is a big help. The rate of progress in the province is slow, although the exploitation of natural resources (rubies, graphite, offshore gas exploration) is helping to improve the economy. Roads in the Pemba district are paved, while in most areas access is difficult during the rainy season. There is considerable cross-border informal trade with Tanzania for agricultural products, since there is a common language in the border area.

Organization: Africare (AFC)	Name of person: Eric Lundgren Country Director

	Elundgren@Africare.org; Tel. 82 307 1640
Location: Maputo	Date 9.26.2012

Associated Project: MYAP

Information Categories	Responses
Overview	AFC is a partner with Save the Children (STC) SANA project in Nampula, covering 5 of the 14 districts where SANA operates. STC covers 9 districts. AFC and STC provide similar functions, but in different districts.
Support to small farmers (SFs)	Agricultural support has three components a) "collectivization" or creating farmer organizations; 2) increased agricultural productivity, and 3) commercialization/link to markets. The major challenges to agricultural production and commercialization by SFs is a) Access to water; rain-fed production only; b) access to inputs: AFC promotes conservation agriculture for food production, but for commercial agriculture inputs are required. Supply chains are inadequate. c) legalization of farmer associations so they can engage in commercial activity.
Technology Adoption	AFC uses demonstration and training to show the results of improved agricultural practices. Training is a key element of the AFC "portfolio" – one AFC extensionist works with 7 volunteers who trains 10 associations composed of 25 farmers each . When AFC enters a community, most farmers are growing only cassava and maize. AFC helps them to diversify crops for improved nutrition, and also to grow cash crops, thereby moving from subsistence farmers to business. Dissemination of technology needs to be strengthened; community volunteers need to be better trained on how to best communicate the results of its demo plots. Messages should emphasize behavior change, not simply technical results. AFC's behavior change strategy for nutrition is more robust. It is implemented through mother's groups, similar to the production groups. AFC staff works through community volunteers and links with the Ministry of Health (MOH) network.
Rural and/or agricultural finance	
Community support for Food Security	AFC helps its beneficiaries to enrich their diet with crops that are produced locally. Nutrition is closely linked to agricultural production. People can be taught about healthy eating, but they also must have access. AFC supports hygiene and sanitation practices, which is an important part of nutrition and health. This includes the "how-to" aspects of water use: boiling, hand washing, dish washing, latrine use, health messaging, and supporting work in HIV training and the use of mosquito nets. AFC has no capability for well drilling. There is a need for thousands of wells, at a unit cost of around $10K - $15K. In a few cases, it has facilitated the creation or weirs in streams by the LGU.
Facilitating linkages between small farmers and supporting organizations	AFC has created around 770 farmer associations (FAs) of which about 100 have established formal links with agribusinesses for seed production or crop production for export markets. Many farmers work as seed multipliers under contract with seed suppliers.
Facilitation and support for ag	The cooperative law has now been in effect for only two years. Before, it was impossible to organize small farmers into legal entities. Now this is possible, but

sector policy reforms	it takes a long time.
Impact	There are farmer associations that after being supported for 3 harvests, each farmer will earn additional income amounting to $800 - $1,000. This increase amounts to 800% - 1000%. Normal maize output = 1 ton per hectare Maize production under conservation agriculture = 2-3 tons per hectare Maize production with inputs = 5-10 tons per hectare.
Effectiveness	The MYAP program is successful. Farmers have increased incomes and are investing in agricultural productivity and facilities such as grain storage, food storage shelters, and motorbikes for marketing. They are now making more money, and can make even more money in the coming years. There is a strong need to strengthen and support input markets. People are now making money, but they have no access to farm inputs.
Sustainability	Of the 770 FAs that are supported by AFC, roughly 500 are benefitting from increased income and are improving their livelihood. These can be considered as sustainable.
Coordination, harmonization and synergy with other entities	AFC works with MINAG, but the project's role is mostly mentoring and support for the Ministry technicians. There is only one MINAG ag technician in each districts; sometimes none. AFC has good relations in 4 of the 5 districts; in one district the local government unit (LGU) feels threatened by the project. With good collaboration, legalization of farmer associations (FAs) takes only a month; in others, it requires two years. AFC has no relationship with CGIAR research units. AFC has an excellent relationship with IIAM, and its demo plots provide information to IIAM. Also, IIAM uses AFC promoters and staff to support its research effort, mostly in cassava.
Gender	Nutrition behavior change is implemented through mother's groups (of which 25% of those attending are male).
Public-private partnership (PPP)	AFC is supporting Brazilian investors who want to invest in bio-energy crops: Jathropha, palm oil, sugar cane, and cassava
Project Implementation	The SANA project concept is brilliant, with the linkage between community health and nutrition, and agriculture. The LGUs are key to legalizing and approving the cooperative organizations that enable the small farmers to engage in formal business activity. The responsiveness of the districts varies greatly; some districts take two years to legalize the documents. (If there is no legal entity, suppliers and buyers have to deal with small farmers individually). Behavior change in nutrition and health requires a much longer time than does adoption of technology in agriculture, because change is readily apparent in agricultural improvements that are converted into additional income. With nutrition/ health, the changes are not readily evident and take longer to adopt. USAID recently added the requirement to do growth monitoring, which is a huge burden on the implementation team. In general, there should be a stronger connection between the private sector and research findings. Conservation agriculture is a good first step, and proponents are becoming fanatical about its benefit. However, for commercial agriculture, it is necessary to use inputs and appropriate agricultural practices for commercial yields. The overall concept is for the MYAP projects to move small farmers along the

	development continuum from subsistence farming to commercial farming. MYAP works with the subsistence farmers who would "graduate" to become Agrifuturo project clients. The strongest MYAP farmers would become Agrifuturo clients. Even though the recent Agrifuturo COP was a previous AFC country director, in this regard there is a disconnect between the two projects; the gap between "subsistence" and "commercial" agricultural production has not been reached. Some part of this gap may be bridged by the Feed the Future strategy. USAID is a good partner; it pushes the MYAP implementers to work together. The relationship is collaborative and mutually supportive. AFC provides quarterly results and outputs. On the other hand, reporting requirements are onerous; USAID makes ad-hoc decisions about "bolting on" added requirements to project implementation (i.e. growth monitoring); there is inadequate discussion and dialogue about the added requirements imposed by USAID (not even a note saying "sorry"); and finally MYAP essentially has two masters – the USAID Mission and FFP that sometimes are not perfectly synchronized. In general, relations are better now than they were 2-1/2 years ago when the COP arrived.

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Organization: Save the Children (STC)	Name of person: John Grabowski, Chief of Party Jgrabowski@savechildren.org; 82 304 8152
Location: Maputo	Date 9.27.2012

Associated ATB Project: MYAP - Nampula

Information Categories	Responses
Overview	STC helps enhance small farmer productivity by working through farmers' associations (FAs) by helping to establish improved production technology through cooperative organizations. In each district where it operates, STC has a District Supervisor who oversees 5-6 project extension agents, who work through FAs. There is little government support for agriculture, due to limited staff with few extension agents and limited operating budgets. On the nutrition side, the project works through volunteers who act as trainers for community nutrition groups. For these interventions, the project works closely with the Ministry of Health (MOH). A final survey to determine the impact of MYAP on its supported communities will be held during October-November 2012. This will be a comparison with baseline. The entire program will end in July 2013. CLUSA is an implementing partner in Nampula. CLUSA has supported the legalization and marketing techniques of the farmer associations. In the early years, STC provided agricultural inputs to small farmers.
Support to small farmers (SFs)	The objective is to increase agricultural production, sales, and family income. The long term aim is to enable the supported farmers to become contract farmers; that is, to "graduate" from MYAP to Agrifuturo. The project works with thousands of SFs to create FAs, and of these, wants to create a critical mass of farmers that can negotiate with buyers. However, the potential for this appears to be small. It is hard to imagine the farmers getting to a size where they can attract markets. There is a large number of mid-level farmers that still need monitoring and support, and to build on "collectiveness".
Technology	Conservation agriculture (CA) is a key technology package supported by STC for

Adoption	small producers. Government rural extensionists fully support these practices. In nutrition, the project supports the consumption of green leafy vegetables that rural people are generally not aware of. The introduction of locally fortified porridge (with nutritious food) has a dramatic impact. Mothers proudly point out how healthy their children are. Another "technology" that is being adopted is exclusive breast feeding through 6 months of age.
Rural and/or agricultural finance	A promising STC activity is encouraging village savings and loan (S&L) groups within the different communities. These were created by STC under an earlier project that was funded through the USAID/OVC program as a sub-grant from FHI. The S&L groups create savings, manage their funds, improve their agricultural practices, and to generally improve their lives. They use their small savings to buy farm inputs. This has a real impact. The FAs supported under MYAP are linked to the S&L groups. In some cases, the FAs serve as commercial seed multipliers for seed production.
Community support for Food Security	The entire FTC MYAP program supports food security through increased agricultural production, increased household income, and improved nutrition.
Facilitating linkages between small farmers and supporting organizations	The project works through the FAs to link farmers with outside organizations.
Facilitation and support for ag sector policy reforms	
Impact	Refer to the Project PMP data
Effectiveness	
Sustainability	The estimated sustainability of the MYAP- supported farmers is 50% - that is, half the assisted groups would continue to function in one form or another after the project ends. There is now a huge gap in household income that is needed in order that supported groups improve their livelihood. Sustainability is related to HH income. Project-supported nutritional growth monitoring is sustainable, since this is funded by the MOH. Similarly, the women's groups that are linked to the district health facilities are also sustainable.
Coordination, harmonization and synergy with other entities	STC collaborates with the CIDA program in Nampula. The MYAP program will be extended until the end of 2013, after which time the SCIP project will take over the nutrition and community case management component. Another donor, the ELMA Foundation of New York will support STC community health workers diagnosis of communicable diseases.
Gender	STC promotes and encourages the participation of women in the FAs, and encourages communities to recognize those members who are the most effective members and the "best learners". The village S&L groups are about 50-50 male-female ratio. The program does not engage in "affirmative action" to incorporate women; it is a natural selection process.
Public-private partnership (PPP)	
Project Implementation	STC had submitted a project proposal in 2007 for a five-year project, with outputs and indicators corresponding to five years. At that time, Food for Peace

	(FFP) insisted that project implementing partners engage in the actual, physical distribution of food commodities in the project areas, instead of a simple monetization process. The GOM was against the idea, and STC believes this process to be not appropriate. Afterwards, FFP reduced the project life to three years that required readjustment of the project design and indicators. Subsequently, however, the project has been incrementally extended to the original 5 years, but the process has been incredibly burdensome. In general, the concept of linking agriculture and nutrition is excellent, and should be replicated elsewhere. The two components have a very nice fit. USAID has made a long term commitment spanning 16 years in Nampula. This has been an extraordinary commitment.

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Organization: World Vision (WV)	Name of person: Richard Ndou, Regional Director Tel 82 363 1655;Rndou@wvi.org
Location: Quelimane	Date 10.02.2012

Associated Project: MYAP

Information Categories	Responses
Overview	WV works in 8 districts in Quelimane and has three SOs: 1) SO1: Ag and marketing; IR1 = production and marketing work with farmers in crop production and market linkages; IR2 = enterprise development and forming associations (have 330 associations with 75% of them legalized; IR3 = information dissemination and training farmers . 2) SO2: Health and nutrition; IR 1 = Health and nutrition of children 0 – 24months (training mothers, home visits, breast feeding); IR 2 = pregnant and lactating females (health, nutrition, sanitation, latrines); IR 3 = HIV/AIDS (food crops processing with IITA for better nutrition); 3) SO3: Resilience = Community based strategy and capacity to manage local disasters.
Support to small farmers (SFs)	WV has supported the organization of five farmers associations, each composed of approximately 1,600 members, which serve as the means to deliver benefits and provide training to their members. Four of the five associations have been legalized. Recently, WV completed an assessment of its groups, fora, and associations to determine their strengths and weaknesses and to develop strategies to enhance their areas of weakness, such as management and administrative functions.
Technology Adoption	WV promotes conservation agriculture (CA) as a means to increase yields.
Rural and/or agricultural finance	In collaboration with the SCIP project, WV has begun promoting ASKAS (savings and loan groups) through its associations. These are working well.
Community support for Food Security	Community management teams for resilience are very strong, with a shared vision with WV. The project works with communities in only two districts, Mopea and Morrumbala, which are prone to flooding. These have good capacity and will continue after the project ends. WV uses a "Girando" approach, which is risk management at the community level.

Facilitating linkages between small farmers and supporting organizations	WV is facilitating marketing systems through its producer associations. Members serve as mentors to one another in terms of marketing. The association is the nucleus of the program. WV has also linked its producer associations with the World Food Program's (WFP's) Purchases for Progress (P4P) program for purchasing small farmer farm commodities.
Facilitation and support for ag sector policy reforms	The non-availability of certified seed is a major issue for project beneficiaries. Farmers have to re-cycle seed, with a resulting loss in production. Some input suppliers are micro-enterprises with few qualifications. Some pass poor quality grains to farmers as seed. The limited supply of agricultural seed is a big constraint. Appropriate seed regulations exist, but they are not enforced. Another major problem is related to the import regulations for farm inputs. For example, poultry producers need to bring certain micro-nutrients and medicines from Brazil, but the import process is onerous. Import regulations should be revised, particularly for pre-clearance and 100% inspection of all inports.
Impact	
Effectiveness	
Sustainability	During the final project year, to ensure sustainability of marketing system, WV plans to build stronger relationships between farmers and markets. The objective is to help farmers develop the capacity to negotiate with buyers of agricultural products, to ensure they receive a fair price for their production. Some farmers already have this capacity; they actively seek buyers for specific products (e.g. one cassava producer became linked with a beer manufacturer). Another thrust will be to collaborate with AF to create a pineapple agro-industry using improved plant varieties. Fintrac (a sub-contractor to Agrifuturo) is helping prepare farmers for globalgap certification. During the remaining project life, WV will focus on strengthening the associations to leave them in the best possible condition when the project ends. Their main weakness is related to the management of group businesses. Some of these associations will most likely fail, but most (more than 50%) will likely succeed.
Coordination, harmonization and synergy with other entities	In general, coordination within the province is not good. This refers to project-to-project coordination, as well as project-to-government coordination. For example, some donor programs for HIV specify that condoms are to be sold, whereas other donors and NGOs give them away. Project staff is generally not aware of what is happening in other projects. This is the role of government. WV is working with Agrifuturo (AF) in Nicodalia through a MOU for joint support for pineapple production there. AF has a Mozambican intern who is studying in Costa Rica to support the introduction of Costa Rica pineapple varieties. WV and AF are working with two associations that have around 45 hectares in production. GOM support at the community level is quite limited. WV has good collaboration with local government at the district level that deals with NGOs in agricultural, health, and resilience. WV invites the district officers on field trips and has food communications. Relations are also good at the provincial level. Unfortunately, there is limited government presence, and institutional capacity is weak. This will create problems after the MYAP project leaves.
Gender	A recent survey showed that 60% of project participants are women. However, participation alone does not indicate if females are actually benefiting from the project. Benefits to females is not measured.

Public-private partnership (PPP)	WV is creating marketing relationships between its producer associations and large, private companies such as Olam industries for sesame and Moz Foods for rice. WV is working to formalize these relationships. All PPP relationships are focused on markets, and unfortunately, the GOM is not fully involved. The model of the Nacala Corridor Pro Savanna initiative, with Brazil, Japan and NGOs playing an active role would be a good model.
Project Implementation	A main implementation issue is that the number of indicators that a project is required to monitor is far too many, especially when many of the project staff are volunteers. The number of indicators should be streamlined to become fewer in number and more manageable. As a design issue, the project should have done an assessment of the value chains for the project at the beginning of the project so that the market informs the work that is being done. Instead, WV determined the crops and value chains that it promotes to serve available markets through a later assessment. In the south, these value chains include rice, sesame, and pineapples. In the northern areas, the main focus is on soybeans and as a related industry, poultry. Even though the MYAP projects are ending, a lot of work is still required for farmer development. Private sector – farmer linkage is not enough to ensure sustainability; the support of the NGOs is required as well. Literacy levels are very low in Mozambique, which hampers economic development. Literacy programs should be mainstreamed in other programs. WV supports educational training to Grade 7 level.

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Organization: ADRA — Name of person: Farai Muchiguel, Regional Director

Tel 82 305 4239;Fmuchiguel@adra.org.mz

Location: Mocuba — Date 10.05.2012

Associated Project: MYAP

Information Categories	Responses
Overview	The project supports 276 communities. Its objective is to reduce food insecurity by increasing crop production and productivity, and product sales by 50%, compared to baseline. The second objective is to improve health and nutrition. The project focuses on maize, ground nuts, and pigeon peas. The project life is 5 years, but it has received a no-cost extension for approximately an additional year, until July 2014
Support to small farmers (SFs)	The project provides technical assistance, ag production support, and group marketing. It provides training in agribusiness, marketing, and commercialization. It helps to create producer unions to market the affiliated producers' farm products. It links the producer unions with larger buyers, and facilitates marketing transactions. From the project's second year, one of the producer unions is selling its maize to the World Food Program, through a warehouse that was rehabilitated with ADRA support. ADRA is trying to create cooperatives at the District level that will market the agricultural products produced by the affiliated producer unions and associations. The model for this is the IKURU

	cooperative in Nampula.
Technology Adoption	
Rural and/or agricultural finance	Support for village savings and loan associations was included in the original MYAP project, but this was dropped when the project was reduced to a life of only three years. Presently, ADRA helps to link its producer groups to micro-finance institutions. For example, the producer association that is contracted as a maize supplier to WFP has obtained financing from the Banco Oportunidade for a modified warehouse receipts program. The producers are financed from the time they bring their maize to the association warehouse until it is actually removed by the WFP, when the final payment is made. This is a period of around five months, from the time when the maize is cleaned until WFP takes final delivery.
Community support for Food Security	ADRA provides community support for agriculture, health, nutrition, and literacy. Agriculture is the focal point, and the health and nutrition programs are incorporated in the communities that receive agricultural support. In agriculture, it provides training to the members on good agricultural practices, the use of improved seed, and land preparation. For health and nutrition, it works through 192 Community Health Councils, which are largely composed of volunteers. The project has achieved approximately 85% of its achievement goal for community support indicators.
Facilitating linkages between small farmers and supporting organizations	Last year, WFP sales by three producer unions (each union corresponds to 30 producer associations composed of 25 members) amounted to 150 tons, and this year the contract is for 450 tons. ADRA is presently in discussions with Olem Industries, a major grain buyer, to initiate peanut sales during the coming season.
Facilitation and support for ag sector policy reforms	ADRA supports ag policy reform by promoting and encouraging market-driven agriculture, and to orient policy toward this goal.
Impact	Increased sales are the main goal of the project. The 1st year the project produced 1,900 tons of the three crops; the second year it produced 2,500 tons; the third year 4,400 tons and in the 4th year to date, 2,697 tons have been produced. Presently, around 60% of the producers who have been trained are adopting good agricultural practices. By the end of the project, strong producer associations will be driving the process by providing good markets for their members.
Effectiveness	The ADRA implementation team is very effective.
Sustainability	Since the MYAP program will be coming to a close ADRA is helping to create value chains by linking its producer unions to large buyers and to support this relationship, in the expectation that these relationships will become stable and will continue without ADRA support after the MYAP project ends. Presently, there are large numbers of middlemen dealing with individual small farmers. ADRA is creating market linkages between producer unions and large buyers. If ADRA can complete the process of creating sales cooperatives, the project can close and the activities supported by the project will continue. The cooperative can pay extensionists and provide technical support.
Coordination, harmonization and synergy with other	The International Potato Cente r(IPC) is supporting the distribution of orange flesh sweet potato planting material in Quelimane. ADRA has 115 producers that are growing planting material for IPC to supply 4 kg of planting material to

entities	approximately 1,200 producers. Agrifuturo is supporting ADRA's efforts to create and legalize cooperatives as business entities. ADRA created one cooperative last year and with the assistance of Agrifuturo, plans to create three cooperatives this year. Agrifuturo will provide grants to the cooperatives for simple processing equipment, and will help form the unions into cooperatives. There are also several health programs underway in Quelimane that cover HIV interventions, water and sanitation, nutrition, and public health. World Vision is implementing the ADP project. Another unit within ADRA Mozambique is presently implementing USAID-funded SCIP project in health and nutrition. ADRA/MYAP and ADRA/SCIP provide different services, but the two entities are working to integrate their program to have a complementary package of services. For example, SCIP has home-based care activities and reproductive health, which are not within MYAP. Of ADRA's 192 health communities in MYAP, it collaborates with SCIP in about 100 of these. The reason there is not a complete overlap is because SCIP works with communities that are near to health centers, whereas ADRA/MYAP works with health centers further away.
Gender	Gender is not especially designed into the project; however, the project takes gender into consideration. Some of the producer associations are led by females. In many producer groups, women have been selected as the group treasurer, mainly because there is a feeling that the funds are safer with females.
Public-private partnership (PPP)	ADRA's main activity in this area is for improved seed. It works with private companies to help develop a seed industry.
Project Implementation	At the beginning of the project, ADRA did market and value chain analyses and identified maize, ground nuts, pigeon pea, and cashew as targeted crops. It is now doing an update to this study. This study has provided guidance for project implementation. A difficult area is the amount of project coverage, especially for health and nutrition. The percentage of people impacted is a very small part of the overall population – only 5% - 7%. The project does not have the funds needed to increase this impact. The Ministry of Health has only a limited presence in the communities, since all its services are provided through the health centers. Ministry health workers do not visit the communities. For example, Quelimane province has a high rate of malnutrition, but there is plenty of food. The problem is that people do not know which foods to consume. There is a need for more involvement with the communities for training and behavior change. An important lesson learned from the project is that market-driven agricultural production is a key element in rural development.

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Organization: AfriCare (AfC)	Name of person: Enrique Maradiaga, Director, Nampula Tel. 82 30 52 139; Emaradiaga@africare.org
Location: Maputo	Date 10.11.2012

Associated Project: SANA Project (MYAP)

Information Categories	Responses

Overview	The SANA project is implemented by three organizations: CLUSA, Save the Children (STC) and AfC. The project works in 14 districts of Nampula province, of which 9 are being implemented by STC, and 5 are being implemented by AfC. The program has two components – agriculture and nutrition. Over 5 years it has helped 70,000 beneficiaries, many organized into cooperatives, associations, and fora. SANA works with 32 fora each with 10 associations. There are 6 cooperatives. There is a total or around 20,000 organizations and associations. The nutrition component includes encouraging nutritious food consumption for nursing mothers, exclusive breast feeding, and child care. It also includes demonstration of nutritious food, such as the orange flesh sweet potato (OFSP) and the consumption of vegetables. Also included are family planning, sanitation, malaria control, measurement of children to determine nutrition, and mitigation/responses to natural disasters. Each SANA district has one nutrition technicians, with two supervisors to oversee all the districts. There is also a support group at each community level composed of 5 leaders. Nutrition promoters and "amimadores" are all volunteers. For agriculture, there are 11 extensionists plus 2 supervisors, along with 77 volunteer promoters of community extension services.
Support to small farmers (SFs)	The cornerstone for agriculture production is through conservation agriculture (CA), which requires crop rotation, inter-cropping, integrated pest management,, and not burning organic material suitable for mulching. SANA also supports post-harvest handling, on-farm storage for seed and consumption items; seed banks, and cooperative organization. CLUSA is providing training for business, including business plans and the principles of cooperative organizations. CLUSA also supports the legalization of the cooperatives and linkages with markets and financial access to the District Development Fund as a source of credit.
Technology Adoption	The SANA project supports rural radio to broadcast market information . It also links its farmers with the ISOKO cell phone information network that provides agricultural information (when to plant) and the crop calendar. It also plans to use a similar tool for nutrition. It provides software and cell phones to the producer leadership.
Rural and/or agricultural finance	SANA supports 38 associations allied with producer groups that are affiliated with PCR credit program. It helps these groups to do business plans, to open accounts, and to develop financial literacy and to cffeate awareness.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The legacy of the project will be the community organizations and the cooperative groups to increase production for consumption and sales. With regard to health, the greatest impact is the basic knowledge of health and nutrition. Breast feeding is catching on. Mothers are aware, and are happy with the improved nutrition status. It is critical that people are organized into

	cooperatives, know about markets, and know about food and nutrition.
Effectiveness	
Sustainability	It is estimated that 65% of the farmer groups that have been organized and supported will survive. SANA is training the community leaders so that when the project ends, they will be prepared to continue to guide the process. Local community committees are weak, due to the weak local governments, but the knowledge will help them to survive.
Coordination, harmonization and synergy with other entities	SANA has relationships with the district and provincial governments. The local government assigns the communities where SANA works. In those locations where SANA and SCIP overlap, the two projects work together, particularly with regard to HIV/AIDS and youth groups. The International Potato Center (CIP) regional office disseminates training on the OFSP. A district system is being created to disseminate the planting material through NGOs. There are several small community ponds that can be used to irrigate the plots for planting material. SANA works with IITA, whose site is nearby, for soya production. The nutrition department will demonstrate the use of soybeans. There good relationships with IITA, IIAM, and government. The project recently started a joint effort with the SCIP program to provide technical assistance and planting material for OFSP. IITA has been supplying planting material for cassava, including field days to promote the new varieties. SANA supports Health Fairs as a component of community festivals. This is a very effective approach. SANA works closely with SCIP in its young farmers program to train and educate young people in the agriculture profession.
Gender	There are numerous cases where females hold high positions in the hierarchy of the associations. Approximately 25% of the leadership positions are filled by women. Also, women constitute around 40% of the group membership. The SANA program is pushing for female participation.
Public-private partnership (PPP)	
Project Implementation	The method of selecting sites should be more logical. Some locations cover too big an area for the available staff, so the effort is less effective. The design of the program is very rigid, and provides no option for creative activity – "we have to stay in the box" as dictated by STC, the lead implementer. For example, AfC would like to see an initiative in efficient cook stoves in the area. The shift in project timing from 5 years to 3 years and back to 5 years has made implementation difficult. For example, motorcycles and bicycles are wearing out and there is no budget to replace them. The targets for the project are very, very ambitious. The program started with agriculture, and later added nutrition. After the second year, the project implementers were instructed to combine the two cocmponents. Now, SANA is trying to combine the two approaches. (The cornerstone of the project now is agriculture and nutrition combined, which is the best approach).

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Organization: Save the Children (STC)	Name of person: Salvador Baldizon, Director, Nampula Sbaldizon@savethechildren.org; Tel. 82 305 2684
Location: Nampula	Date 10.12.2012

Associated Project: MYAP

Information Categories	Responses
Overview	Salvador Baldizon is the COP of STC-Nampula, the lead NGO implementing organization for the SANA program in Nampula. The other two organizations are CLUSA, which does cooperative development, and Africare (AfC), which has shared responsibility with STC for implementing the SANA program elements. The SANA program works in 14 districts in Nampula. Of these 14 districts, STC is responsible for implementation in 9 districts and AfC works in 5 districts.
Support to small farmers (SFs)	SANA works with 3,400 producer associations, each with an average membership of 22 people. Its target is 72,000 producers, and its actual outreach is 74,000 producers. During the past 24 months, SANA has organized 17 cooperative organizations, and expects to reach 18 cooperatives by the end of the project. A major part of SANA's activity is to create linkages between small farmer organizations (associations, fora, and cooperatives) with buyers. SANA organizes two meetings per year between these two actors to exchange ideas and to understand one another's problems, particularly related to quality. There is considerable mistrust between the two parties. Farmers complain about the price that the buyers pay, and the buyers complain that farmers add impurities such as sand to the commodity to increase its weight. The main advantage of organizing farmers around fora is to increase the amount available of a particular agricultural product, and therefore increase their bargaining power. SANA has linked small farmers with reliable seed suppliers, such as the company, Moz Seeds. The small farmers appreciate these contacts because it is extremely difficult to get high quality seed in Mozambique.
Technology Adoption	The SANA program trains farmers in basic agricultural practices, including the principles of conservation agriculture. Technologies include the non-use of slash-and-burn, the use of mulch to protect the soil, inner-cropping, and crop rotation. The project also teaches farmers to multiply seed and to create seed banks; it trains them in integrated pest management (IPM) techniques; post-harvest care to reduce spoilage and the risk of aflotoxin; crop drying practices, and storage above ground (not on the ground). The project also helps the producers to develop a production and marketing plan before the production season begins.
Rural and/or agricultural finance	The SANA project has no rural finance component *per se*, but it does teach farmers the elements of business planning and market planning. After this training, it encourages farmers to approach government-funded provincial credit programs or the local savings and loan groups for financing. The project provides the methodology for these groups, and supports their creation. It now sponsors 750 of these groups, and plans to reach a total of 1,000 groups by the end of the project. These groups generate micro-savings, some as small as MZM 10 per week. However, they have an important social function, and some people have been able to purchase sprayers from their participation in these groups. It is hoped that eventually, the group savings would enable the group members to hold their production after harvest until prices increase a few weeks later, with much better market prices for their products.

Community support for Food Security	SANA has helped to create community leadership councils (CLCs) in the communities where it works to integrate the efforts between nutrition and agriculture. Agricultural, as well as nutrition workers are involved in the councils. These will continue operating after the project ends. Furthermore, SANA has 1000 communities to which it provides agricultural support and 2000 communities to which it provides nutrition support. The ag communities overlap with the nutrition communities. The idea is to have integrated community services, including medical care. On the agricultural side, the project conducts demo plots so that everyone in the community can see the impact. The nutrition component is linked to government services. Volunteers mobilize the community and link them to medical brigades. SANA staff provide demonstration on the preparation of nutritious meals. Through these joint efforts, community members learn what a good diet consists of that can be produced at the farm, or, for those with access to income, to purchase. Also, SANA has selected 80 high-risk communities that are subject to natural disasters and has instituted disaster risk management programs in these. It has provided equipment, and preparation for emergencies. These communities have shelters, risk maps, and early warning systems in place.
Facilitating linkages between small farmers and supporting organizations	For the past two years, SANA has been moving away from producer associations to producer "fora" which is a higher level organization. With more members, the producers have greater product consolidation and increased bargaining power. For example, one success story is a fora group in Moma composed of 752 members that produces cashew nuts on 4,900 hectares. Through this fora group the members consolidate their production which they sell for higher prices, and also have access to production finance. The input supplier Moz Seeds is working to convert selected small farmers into input suppliers/seed dealers for the company. SANA works closely with IITA and links small farmers with this organization for oilseeds and legumes. For example, this year IITA plans to provide 30 tons of soybean seed free of cost to small farmers. This practice is at cross purposes with businesses such as Moz Seeds that is a commercial seed supplier.
Facilitation and support for ag sector policy reforms	SANA has no activity in this area. The problem is not policy – the problem is policy implementation. For example, when the new Cooperative Law came into effect, SANA was required to train government officials in the application of the law. Otherwise, it would not have been implemented.
Impact	The main impact of the SANA program is that people within its targeted areas are changing their eating habits to consume more nutritious, healthy food. For example, they are aware of the four basic food groups, and they believe in nutrition practices leading to healthy eating habits. A second import impact is that farmers realize that agriculture is not merely subsistence; it is also a way to make money.
Effectiveness	The team has concluded that the SANA program is highly effective.
Sustainability	SANA is quite optimistic on the sustainability of its efforts. The project is now starting its 5th year, and a lot has been accomplished. The SANA program has not created dependency by providing free benefits. The community members believe in the changes and improvements they have seen in their lives. The results are clear. Networks have been created between the farmers groups and service providers such as IITA and markets for their products through private companies such as Moz Seeds, Olam, and Corridor Agro. Agricultural improvements, such as planting in rows have been accepted and are now common practice. Positive

	experience and training have driven home the benefits of the technology packages that have been provided. A positive change, too, is that cooperatives are now permitted to expand their membership base by incorporating producer associations. This will enhance the growth of the cooperatives, and their institutional strength, which leads to sustainability.
Coordination, harmonization and synergy with other entities	The greatest degree of coordination by the SANA program is with the SCIP project, in health and nutrition. The work of the two projects overlap in 9 of the 14 targeted districts. The two projects work in a complimentary manner – for example, SCIP, which is strong in HIV/AIDS trained SANA staff in education and referrals for these ailments. SANA community volunteers ("animadores") work on behalf of SANA to deliver family planning materials such as pills, condoms, and IUDs. SANA has a memorandum of agreement (MOU) with AF for collaboration, but several months have passed and nothing has happened. AF promised that once the SANA cooperatives are organized, it would help the new cooperatives to develop business plans and to link the cooperatives with financial service providers, but SANA is waiting for action. At the outset of the AF project, the AF staff worked with larger, emerging farmers or small groups of 3-4 emerging farmers with a total area of at least 15 producing hectares to help these farmers link to market. However, after some time this support was stopped. SANA uses the AF/CLUSA cooperative development officer, Carlos Sanchez as its liaison with Agrifuturo.
Gender	The percentage of female participants in project activity has reached a peak level of around 43%. Female participation began at around 33% and has steadily risen. However, there is concern that pushing for more female participation would be detrimental to females since it adds more work for them. The additional duties related to participation in farmer organizations could substantially their time available for child care and family responsibility; the project is attempting to strike a balance between female development and workload, particularly during pregnancy and when children are very young. Despite these concerns, in some SANA project locations near the ocean where fishing is a main source of livelihood that is carried out primarily by males, females have a greater participation – up to 51% - in SANA project activity. There was no particular gender consideration incorporated into the design of the MYAP project.
Public-private partnership (PPP)	SANA has no activity for creating these partnerships.
Project Implementation	The SANA project has targets, which have, in general been reached by the project staff. Although targets have been met, that does not necessarily mean great impact. In the districts where the project operates, it actually reaches no more than 10 percent of the people. It would be much more effective to operate in fewer districts and cover a larger percentage of the population – say, four districts and reach 50% of the population. The project should have greater concentration in a particular area – to go "deeper" instead of "wider". For example, under DAP, the projects operated in two districts. Then, in the next phase, they increased to six districts; now with MYAP, coverage has expanded to 14 districts.

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Organization: SANA Project	Name of person: Carlos Sanchez, Cooperative Development Specialist Tel. 82 997 2380; Carlos151257@yahoo.es
Location: Maputo	Date 10.15.2012

Associated Project: SANA

Information Categories	Responses
Overview	Carlos Sanchez works with CLUSA, one of the three NGOs that are implementing the SANA project in Nampula. The other two are AfriCare (AfC) and Save the Children (STC). The SANA project integrates three main components-agriculture, nutrition, and disaster response/mitigation in the targeted communities. Within the consortium, CLUSA is responsible for technical assistance and training in cooperative principles; liaison with financial institutions, input supply for small farmers, and market linkage. The operating NGO (either STC or AfC, depending on the district) is responsible for market linkage and contract farming. SANA has a MOU with Agrifuturo (AF) as an exit strategy that was developed at a time when AF was scheduled to end one year after the SANA project. Now, both projects will end at approximately the same time, so the exit strategy has less relevance. CLUSA is responsible for the legalization of all the SANA cooperatives. In Zambezia, however, AF is working with ADRA to legalize all the ADRA cooperatives. AF works to create agribusinesses at the level of the producer cooperatives and "fora". AF works to link large groups with large buyers such as Corridor Agro, and helps these groups to supply these markets. AF also helped Corredor Agro to obtain credit and to pass the credit on to the producer organizations. AF does not work with small farmers; it works with large organizations or big groups. Its interventions are not very strong and have limited impact on farmers.
Support to small farmers (SFs)	SANA supports integrated pest management (IPM) services by its producers, including fumigation equipment and personal safety equipment. It encourages those producer groups so equipped to provide for-fee services to other producers. SANA also provides equipment service to its affiliated producer groups, including planters, cultivators, transport carts, rippers, etc. These activities are provided by SANA. SANA also helps its producer organizations to establish seed communities. This includes the multiplication, quality control, and storage of seed including ground nuts, soybeans, maize, and sesame. For each one kilogram of seed the participating farmers receive at the beginning of the season, they must return two kilograms of grain at the end of the season. The producer association accumulates the grain and sells it to buy additional quantities of seed for the next season. Part of the strategy for the seed communities is to multiply seed in isolated locations, to avoid contamination of the varieties that are used. The general principle is that a field of seed can be repeated only once. After the second cycle, either the location or the seed crop must be changed.
Technology Adoption	
Rural and/or agricultural finance	AF is trying to establish a relationship with the Association of Micro-finance to provide a financial education to cooperatives so they can become financially literate, to establish a basic accounting system, and to provide a good control over the business aspects of the cooperatives. The association between AF and

	the Association is to help small producers to establish small-scale savings and loan associations within the producer association. SANA encourages internal savings within the cooperatives, through methods such as requiring members to deliver a small quantity of their production (say, 5 sacks) to the cooperative where it is held for later sale, after the production season, when the selling prices are higher. For example, through similar mechanisms the Morena en Natia cooperative has managed to accumulate sufficient savings to buy a plot of land for the cooperative and to construct an office, and is in the process of constructing a small warehouse. This has required a change of mentality by the cooperative members for business development and wealth creation, instead of a "handout mentality".
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	SANA has 15 legal cooperatives, containing approximately 350 members. Three additional cooperatives are in the process of being legalized. AF is working with ADRA to legalize cooperatives in Mocuba. This is a "top-down" approach that is creating a cooperative structure that is an empty shell. The members have not been coached in cooperative principles.
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	What is Agrifuturo's role? AF came with the idea that there was a solid base established for agribusiness. The previous project, EMPRENDA spent large sums of money attempted to develop emerging commercial farmers without a great deal of success. AF targeted 9 different value chains that it planned to support and stimulate to become agro-industries. However, there is insufficient agro-industry to support these types of projects such as AF and EMPRENDA. In central and northern Mozambique, there are very few processors, extremely few plantations (except bananas) and hardly any farms more than 50 hectares. The project was ill-conceived, and was not couched in reality with a clear vision of Mozambique. There are very few agro-industries to support. The concept of a cluster is an integrated value chain. With regard to soya, there are farmers and buyers and a limited number of banks that participate in the value chain. There are no processors for soya. For AF to meet its project indicators, it would have to work for 25 years and spend many millions of dollars. The EU-funded, GOM-supported PROMER project is quite similar to Agrifuturo. This project does not know how to develop agribusiness from the current low base, and will likely fail. The basic infrastructure and social development is inadequate for these projects. Much work needs to be done beforehand in meeting basic needs such as roads,

	electricity, other infrastructure, and basic education. The original concept was that SANA producer groups would "graduate" from support by SANA to support by AF. However, the distance is too great. It is as if SANA is preparing primary school graduates, and AF requires university-level preparation. The basic problem with AF is that the project design and project concept are not realistic, in terms of Mozambique's agribusiness development.

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QUESTIONS FOR USAID/ATB PROJECT IMPLEMENTING PARTNERS

RESPONSES TO EVALUATION QUESTIONNAIRE FROM FOOD FOR THE HUNGRY

Introduction

a. Please briefly describe your project. Can you provide a brief (2-3 page) written description of your project?

The Food for the Hungry (FH) MYAP is a comprehensive, integrated program aimed at reducing food insecurity in Cabo Delgado Province by addressing food availability, access, and utilization. Working in 50 communities throughout three of Cabo Delgado's northernmost districts, Mocimboa da Praia, Nangade and Palma, FH's program's objectives are the following:

SO1) Protect and enhance livelihood capacities of vulnerable farming households via agricultural production and marketing. The core strategy of the agricultural program is to support field based learning of improved agricultural techniques at the community level through farmer field life groups (FFLGs), and to promote collective marketing through establishment of legalized farmer associations and forums and strengthening linkages to markets.

RESULTS: To date FH has established 415 farmer associations, 162 village savings and loans associations, and has mobilized and trained over 8,151 farmers.

SO2) Protect and enhance human capabilities through improved health and nutritional status of pregnant women and preschool children. The Health and Nutrition program is focused on promoting household-level behavior change through a mother-to-mother father-to-father peer education cascading system known as the Care Group methodology.

RESULTS: To date, 14,784 mothers and 4,920 fathers have been reached through the CG methodology in 137 Care Groups, and approximately 27,582 children under 5 years of age have benefitted from various program activities.

SO3) Increase community capacity to influence factors that affect food security and resiliency to shocks. The main aim of the Community Capacity Building (CCB) program is to increase leadership capacity of existing formal and informal community leaders to address factors that affect food security.

RESULTS: To date, 1,185 community leaders have been mobilized and trained, 18 community associations formed and 11 of these legalized, and over 130 small infrastructure projects built.

b. Please provide annual work plans and annual performance reports with PMP information

The ARR for 2011 is attached, along with the current drafts of the Implementation Plan and the Indicator Performance Tracking Table to be submitted to USAID/FFP in November.

Topic I: Support to small farmers

a. What support has your organization provided to small farmers?

1. Training farmers on improved agricultural practices
2. Facilitating the formation of community savings groups and training members on simple saving process.
3. Facilitating linking of farmer associations to produce markets

b. What results have been achieved in terms of increased production output, sales, productivity, quality, and employment by the beneficiaries? Can you provide numerical data to quantify these changes?

a) Increase in production:

There has been some positive results in this area as shown in the table below:

Indicator	Baseline	Target 2008/09	Actual 2008/09	Actual 2009/10	Actual 2010/11	Actual 2011/12	LOA Target 2012/13
Productivity (kgs/ha)sesame	87	87	397	428	428	661	500
Productivity (kgs/ha) G nuts	286	286	397	426	427	617	500
Productivity (Kgs/ha) cow peas	161	161	479	383	499	745	550
Productivity (Kgs/ha) rice	293	293	431	677	579	1028	700

b) Produce sales:

Data under this area has not been easy to collect as it requires field staff solely for record beneficiary data. The project has as an alternative used data from the key buyer. A clear success has been demonstrated in sales of sesame that started with virtually nothing to the value now indicated in the table below:

Pure sesame sales as at 200/2011 and 2011/2012:

DISTRICT	2010/2011		2011/2012	
	Qnty kg	Value Mts	Qnty kg	Value Mts
Moçimboa da Praia	6,000	15,000	22,629	610,983
Palma	2,715	67,875	6,042	163,134
Nangade	7,500	112,500	50,268	1,357,236
Total Kg	**16,215**	**330,375**	**78,939**	**2,131,353**

c. Have you supported the adoption of improved technology by small farmers?

The core objective of the project is to promote the adoption of improved technologies. All training is therefore geared towards this aspect. Some results achieved since 2009 are as summarized in the next question below:

d. What results have been achieved?

The table below shows results of one key indicator on adoption. The original target was 10%. This has since moved to 89% of the beneficiaries as at August 2011. Data for 2012 are likely to be higher. See table below.

Performance Indicators	Baseline	Target 2008/09	Actual 2008/09	2009/10 Actual	2010/11 Actual	2011/12 Actual
% of HH producing at least 1 high value improved cash crop	0	10%	**	80	89%	Survey
% of women participating in cash crop production	<5%	5%	**	42%	42%	Survey

e. What will be the long term impact of your efforts?

With positive adoption rate experienced, productivity is likely to continue rising, even after the program ends.

f. Sustainable increase in cash and food crop production

Topic V below has data responding to this section in detail.

g. How sustainable are the results?

There has been virtually no material inputs provided for free. This has made farmers aware of being independent. They are now able to keep their own seed and rely fully on family labor. Availability of steady market linked directly to the producers will further ensure sustainability.

Topic II: Rural and/or agricultural finance

a. Has your project worked to facilitate rural/agricultural finance to micro, small, and medium borrowers?

One of the project components is community savings and loans which has been going on since 2008. Results so far realized are very encouraging. In total the project currently works with 183 savings groups and a total of 3,167 members.

b. What were the results achieved?

Achievements to-date are as tabulated in the two tables below:

Beneficiary status as per September 2012 (PCR)

District	# of associations	Men	Women	Total
MDP	69	620	478	1098
Palma	46	279	317	596
Nangade	68	621	852	1473
Total	**183**	**1,520**	**1,647**	**3,167**

Legalized savings associations:

The process of legalization commenced in 2009 and to date 34 associations have been legalized out of an original target of 10. The high result was as a result of relatively simple requirements established by the Government in 2010.

District	# legalized	# of members
MDP	9	122
Palma	7	329
Nangade	15	354
Total	*34*	*615*

In terms of savings, data below shows some of the cumulative results:

Accumulated savings since 2008:

	PERIOD						
ITEM	**SEASON 2008-2009**	**SEASON 2009-2010**		**SEASON 2010-2011**		**SEASON 2011-2012**	
	1st year Movement	**2nd Year Movement**	**ACCUM for 2nd Year**	**3rd Year Movement**	**ACUM for 3rd Year**	**4Th year (only) Movement**	**ACUM up to date**
Savings	**128,530**	856,206	**984,736**	819,385	**1,804,121**	3,840,467	**5,644,588**
Social Funds	**13,881**	68,699	**82,580**	145,226	**227,806**	272,071	**499,877**
Interest and findings	**20,864**	221,574	**242,438**	385,831	**628,269**	645,360	**1,273,629**
Total	**163,275**	1,146,479	**1,309,754**	1,350,442	**2,660,142**	4,757,898	**7,418,040**
# of Groups	**24**	98		108		75	**183**

c. What will likely be the long term impact?

1. The extension methodology adopted by the project will ensure that when the project closes, there will be continuity. Currently the project trains community Volunteers who in turn train the farmer groups. The focus on Volunteers was to establish a core group that will remain in the community and continue being useful technical resource for the farmers both members of savings associations and pure farming.
2. The marketing approach adopted focusses on linking farmers associations to main market outlets. To date, all the associations have been encouraged to come together and form a marketing forum that is now responsible for direct contact with buyers. All FH did here was to create an enabling environment where the two parties would meet and reach concrete marketing engagements including signing contracts that clearly spells out each entities role and limits.

d. Can you provide any data on the relationships between a) individual loan amounts and b) product sales, c) household income, d) employment, or d) productivity?

Income data has not been directly collected hence this information is not readily available. However, the increase in productivity per hectare and sales data of some key crops show increased income to beneficiaries.

Topic III: Facilitating linkages between small farmers and supporting organizations

a. Has your project helped to create linkages between small farmers and supporting organizations, such as FBOs, service providers, markets, agribusinesses, and providers of research and extension services?

1. The project adopted a marketing approach that focusses on linking farmers associations to main market outlets. To date, all the associations have been encouraged to come together and form a marketing forum that is now responsible for direct contact with buyers. All FH did here was to create an enabling environment where the two parties would meet and reach concrete marketing engagements including signing contracts that clearly spells out each entities role and limits.

2. FH also collaborates very closely with IIAM on adaptability trial establishment. The results of such trials have helped increase rate of adoption of improved crop varieties and husbandry practices that is recommended.

b. Which groups and organizations has your project worked with?

1. Export Marketing Ltd mainly for produce buying.
2. IIAM for crop variety trials and seed multiplication

c. What were the results achieved?

1. In terms of Export market linkage, results have been detailed under produce sales above.

2. The linkage in place has encouraged farmers to increase productivity in order to earn more cash.

3. Collaboration with IIAM has resulted in farmers adopting crop varieties that were otherwise not grown in the area e g Ground nuts-Nemetil variety, sesame-Nicaraguan white and rice-nerica variety.

d. What will likely be the long term impact?

1. Linkage to farmer associations will create a sustainable outlet for produce and will continue long after the project closes.

2. In terms of collaboration with IIAM, it has become clear that more systematic research tailor made for Northern Mozambique needs to be strengthened. There is no IIAM presence in the current project area hence sustainability of activities will continue to be a constraint.

Topic IV: Facilitation and support for ag sector policy reforms

a. Has your project provided support for ag sector policy reforms?

This has not been part of the direct mandate of the project

b. Which organization did you support?

See above-Other than working with farmer and savings groups, FH has not been directly involved in policy and advocacy area.

c. What were the results achieved?

For the groups, these are now referred to as associations some of them already legalized and will most likely continue operating long after FH closes the current program in 2013.

d. What will likely be the long term impact?

Farmer led extension approach will continue. Savings groups will most likely increase as there is keen interest by many community members. These will be able to get technical back up from the trained Volunteers.

Topic V: Community support

a. What support has your project provided to local communities?
The project has supported the communities from the beginning, through the formation and training of community development associations, water committees, disaster risk reduction committees, water mechanics, farmer associations, marketing forums, village savings and loan associations, mother care groups, and father groups. Topic VI.b further outlines the work that FH has done under community capacity building. The MYAP has focused heavily on training and capacity building, instead of being infrastructure-driven.

FH can provide a couple of examples of other supports it was providing. During the first 3 years, FH was distributing seeds, but given some policy concerns as well as sustainability issues, FH stopped doing so at the end of Year 3. During Year 4, farmers were encouraged to keep their seed until the following planting season, so no seed was distributed. In another area of support, the CCB program (described in more detail in section VI.b., has leveraged some resources not present in the community to encourage community members to build their own infrastructure.

b. What results have been achieved in terms of food security (eg, increased food production, greater productivity, or increased household income)?

FH has been focusing on four main crops.
1. Sesame
2. Ground nuts
3. Rice and
4. Cow peas

Crop cuts have been made annually to establish productivity per ha. Though the data so collected have not shown dramatic upward trend, there has been a visible positive change, particularly so in 2012. See details below:

Productivity per ha. for key focus crops:

	Baseline	Target 2008/09	Actual 2008/09	Actual 2009/10	Actual 2010/11	Actual 2011/12	LOA Target 2012/13
Productivity	87	87	397	428	428	661	500

(kgs/ha)sesame							
Productivity (kgs/ha) groundnuts	286	286	397	426	427	617	500
Productivity (Kgs/ha) cow peas	161	161	479	383	499	745	550
Productivity (Kgs/ha) nerica rice	293	293	431	677	579	1028	700

c. What results have been achieved in terms of better nutrition?

i. The families now eat a balanced diet as evidenced by the Sep 2011 mini KPC results compared to the baseline findings.

Table 1. Comparison of mini KPC results with baseline on Dietary Diversity

INDICATOR MEASURED.	Baseline November 2009	Mini KPC 3 Sep 2011	End of Project Target
Minimum Dietary Diversity (≥4 groups among 6-23 months)	15%	51%	29%
Minimum acceptable diet: (Minimum number of meals by age, continued breastfeeding and Dietary Diversity ≥ 4)	4%	51%	8%

ii. The Care Group members now plant vegetable seeds even those not distributed, they look for the extra seed themselves (and preserve those vegetable seed they are able to preserve). From the last mini KPC we did in June 2012, the results showed a statistically significant decrease in wasting (WHZ <-2) and underweight (WAZ <-2) since baseline in the districts we work in (Mocimboa da Praia, Nangade, and Palma) as evidenced by the table below.

Table 2. Anthropometric Results

Indicator (0-59m)	Baseline Nov 2009 (% and CI)	Mini KPC 1 July 2010		Mini-KPC 2 March 2011 (% and CI)	Mini KPC 4 June 2012 (% and CI)	*Change since 'baseline*	*Change since July '10*
		Unweighted % and CI	*Weighted %*				
Wasting WHZ<-2	7.40% (5.7 - 9.6)	3.5% (2.1-5.7)	4.10%	0.20% (-6.7 - 10.6)	1.75% (0.60 - 2.91)	-76%**	-50%
Underweight WAZ<-2	23.30% (20.3, 26.6%)	23.3% (19.7-27.4)	22.49%	25.60% (17.9 - 32.9%)	16.58% (13.28 - 19.88)	-29%**	-29%*
Stunting HAZ<-2	29.90% (26.6 - 33.4)	32.4% (28.3-36.8)	27.30%	35.10% (28.1 - 41.1)	33.04% (28.51 - 37.58)	12%	2%

d. What was the growth in household income from agricultural and non-agricultural sources?
See response for section II.d.

e. Has your project brought about behavior change for community members in terms of nutrition, health, or food security?
    i. Yes (refer to above table).
    ii. Seed storage – Care Group women dry tomato seeds and preserve for the next season. Agriculture can add more on this point.
    iii. Improved recipes for meals at home through recipe competitions for pregnant women meals and enriched porridge for the children

f. How sustainable are the changes made?
They are sustainable because:
    i. FH has created a resource pool comprised of community personnel (Mother Leaders and Facilitators) who are always in the community even after program ends.
    ii. The community leadership is heavily involved in the managing of the Nutrition program and so will continue getting involved even after program is ended.
    iii. The Care Group model has created strong support systems within the community whereby a group of neighbor mothers meet twice a month to learn and also share experiences. It is here that they support each other in behavior change (they get to discuss challenges they are facing, and they 'borrow' each other's experiences in overcoming their challenges. Since they live within the same community, they know each other too well and so work together closely at supporting each other.

g. What will likely be the long term effect?
Decreased chronic malnutrition in Cabo Delgado (wasting, underweight and stunting in the long term)

Topic VI: Sustainability

a. How sustainable are your assisted institutions or beneficiaries?

Please refer to the ARR for recent program results, include discussions of sustainability of the different interventions.

All three sector interventions have been designed and implemented with a view on achieving sustainable results. In the case of the agricultural sector's work with farmers, sustainability can be seen as improving conservation agriculture practices, creating legalized associations and trading forums, improving income generation of farmers and village savings and loans associations. Under our community capacity building, our intervention is sustainable by helping communities establish legalized development associations, and by helping communities build infrastructure using their own skills, among other ways. And within our health project component, sustainability results lie in measuring the reduction of malnutrition due to our intervention (for instance, our recent survey indicates a statistically significant 30% reduction in underweight children). But the sustainability of our interventions also depends on the level of ownership that communities and local leadership have of the process. In order to achieve this, we coordinate closely with district and community leaders and representatives in all of our program activities.

In the end, however, FH believes that Cabo Delgado, and more specifically the 3 targeted districts, are in need of a longer-term food security strategy that is appropriately funded and administered by the local government, in collaboration with international actors such as FH. FH believes that another three to five years of similar funding would allow current gains in agricultural productivity and marketing, healthy behavior changes and growth monitoring and promotion, and community capacity

building, to be further consolidated, thus increasing the overall sustainability and food security of the area.

b. What are the results of your institutional capacity building and strengthening activities?

The CCB program seeks to build the capacity of the community institutions and its leaders, including the formation of legalized associations. To date, FH has formed 18 community development associations (CDAs) and helped legalize (register with government for legal recognition) 13 of these. FH has trained 1,185 leaders on a diversity of projects ranging from association management and sustainable community development to gender awareness and domestic violence. The program has also assisted in the development of small community projects, leveraging its own resources with those of the community, for maximum impact and ownership. 41 of these projects have been completed, including 15 first-aid sites, 10 classroom projects, 7 markets, 6 well-repairs, and public latrines.

FH has also created and trained community water committees and disaster risk reduction committees. Working closely with the community water committees, FH subcontracted an organization to dig 36 wells and drill 18 boreholes, fit these with Afridev hand-pumps, and build 45 latrines. FH partnered with two other organizations (CoWater and Vox United) to train 33 local well mechanics to provide better services to the new and existing water wells. 44 disaster risk reduction committees participated in the establishment of early warning systems, and 18 emergency response simulations were carried out.

Furthermore, as part of the district development plan generation, FH facilitated meetings between community leaders and the local government representatives (district permanent representatives).

Topic VII: Coordination and harmonization with other entities

a. To what extent has your project coordinated with other development initiatives and entities?
   i. Monthly meetings of organizations implementing health related programs in Cabo Delgado.
   ii. Coordination during health campaigns (vaccination, etc.) through support from FH to the provincial health directorate.
   iii. SETSAN meetings (national entity coordinating all food security-related activities and agencies)
   iv. Coordination meetings with the local provincial ministry offices, on an as needed basis
   v. Coordinated meetings of all program support officials working within a community on a monthly basis.
   vi. FH has coordinated work with other MYAP grantees (Save the Children/Africare, World Vision, and ADRA) through field exchanges and learning workshops around the 3 provinces served. Coordination around the monetization of HRW has also taken place in Maputo during the monthly Monetization Consortium Committee.

b. What results have been achieved?
   i. Better coordination of interventions.
   ii. Stronger collaboration with some partners to reach specified goals.
   iii. Better understanding of where organizations/agencies are operating and what they are doing.
   iv. Sharing of lessons learned and best practices.

v. Sharing of other resources and results.

c. What are the key challenges?
   i. Local infrastructure. Access to communities is difficult in this part of the country, due to bad roads and rainy season which delays entrance to communities.
   ii. Resource extraction. The changing dynamics of the country, and particularly Cabo Delgado, due to the recent findings of massive gas deposits. While related infrastructure is slowly improving, the relationship with communities is affected by land purchases, fears of relocation, impacted livelihoods, etc.
   iii. Lack of government resources. To increase sustainability, ideally all activities would be well coordinated with the relevant authorities. However, due to lack of resources in government offices, many activities are ongoing with their support but without their availability. Local government representatives also depend highly on subsidies to complement their low salaries, and often demand high per-diems to accompany program activities.
   iv. Specific to health program. Patriachal system in the communities. Mothers were taught about Essential Hygienic Actions (building of latrines, tippy taps, dish racks, garbage pits etc) buy they couldn't implement at home because the father was the head and had not be approached. This necessitated FH beginning father lessons in Sep 2011. However, fathers are not easily available for training sessions as mothers are. This is attributed to the nature of their work- they work outside their communities.

d. What are the success stories?
   There are a number of success stories of coordination and harmonization. One example is the coordination with the DPS (provincial health directorate) has been highly successful, in that FH regularly liaises with the head nutritionist, who accompanies FH during surveys and other new training activities. This has allowed FH to become better known in the relevant sectors. FH has become a model implementer in Cabo Delgado, and there have been various requests from other donors (WB, WFP) and implementers to meet and learn about FH's Care Group methodology.

Topic VIII: Gender

a. Was gender incorporated into the design of your project?
   Gender as a cross-cutting theme was incorporated into the basic design of the project, and the issue was later expanded and further integrated into the various activities. For instance, in the case of health programs, FH learned that some nutrition actions needed to be shared both with mothers as well as fathers, for there to be true behavior change at the household level. Thus, FH adapted its Care Groups to begin with Father Groups and simplified training, which has proven successful as more than 4,000 fathers have undergone training. Under the capacity building program, 18 communities underwent gender awareness and basic SGBV training, with over 420 leaders trained.

b. Is gender a factor in project implementation?
   See response above in (a).

c. What are the results achieved, with regard to support provided by your project to females?
   i. Improved household nutrition in terms of better balanced meals preparation.
   ii. Greater awareness of gender issues among community leaders.

iii. Females looked upon as leaders especially those that we work with in the CGs who have formed neighbor groups and act as teachers of the nutrition lessons offered to the community.
iv. Some of the women are members of the CDCs thus empowering them for leadership roles.

Topic IX: Public-private partnership (PPP)

a. Has your project been involved in PPPs (i.e. partnership with private organizations to achieve development goals)?

FH has not been involved in PPPs. However, it has approached prospects to discuss potential partnerships.

b. How did these partnerships come about?
c. What have been the results achieved by your project?

Topic X: Project Implementation

a. Are changes needed in the implementation strategy or the method used to implement the project?

While the basic project design and implementation has been consistently implemented according to its original intent, there are a number of lessons learned that could be part of a future intervention in Cabo Delgado or elsewhere.

b. If you were starting over, what changes would you make?
   i. Strengthen program integration (among the three programs) right from the beginning. This will include defining what integration is and actively pursuing this. Integrating programs is always a big challenge.
   ii. In agriculture, further efforts to make the project more sustainable would include not distributing seed (which FH did at the beginning, creating a certain level of dependency).
   iii. Incentives for volunteer workers should be carefully analyzed. In Mozambique, volunteers could receive a small subsidy (not salary) to motivate them to carry out volunteer extension work as community change leaders.
   iv. FH could have carefully reviewed the market for the crops that were selected as target crops, particularly looking at food crops more closely with nutrition program to ensure high nutrition value and demand.
   v. FH should start out the program focusing on the community leaders before moving into the agriculture and nutrition activities.
   vi. In terms of health programs, inclusion of men right from the beginning of the program, to achieve better results at the household level.

c. What are the main lessons learned from your implementation experience (good, as well as bad).
   i. Start-up of program should be an area that organizations focus on, to "hit the road running" so to speak, and set the tone for the remainder of the program.
   ii. Strong coordination is needed with the local government offices, to ensure there is a strong level of understanding about program goals and methodologies, as well as further sustainability of the intervention and results.
   iii. There is great potential for gender aspects to be further incorporated into the Care Group methodology, for instance, through starting groups of fathers that could learn simplified messages, to complement all the work that is being done with the mothers.

iv. Involvement of the community leadership in agriculture and health and nutrition programming (training, meetings and addressing challenges) increased motivation and participation of Care Group members and community farmers.

v. Community exchanges help communities learn from their "peers".

MEETING NOTES
AGRIFUTURO

MENDEZ, ENGLAND AND ASSOCIATES

FIELD WORK FOR AGRICULTURAL SECTOR EVALUATION

MEETING NOTES – MOZAMBIQUE

Date of Meeting: September 20, 2012

People met, and titles	Randy Fleming, Acting COP
	Eulalia Remane, Operations Manager
Organization:	Agrifuturo Project
Address:	Av. Julius Nyerere No. 1508, Maputo, Mozambique
Contact:	Tel: +258 21 493 847/8; Fax +258 21 493 849; Cell +258 82 319 9050; 258 82 3063203; 82 307 2006
	Fleming-cell: +258 82 307 2526; Randolph.fleming@agrifuturoproject.com
	Remane-cell: +258 82 306 3203; eulalia.ouchim@agrifuturoproject.com
Representing ME&A:	Tom Easterling, Jorge Tinga
Purpose of meeting:	To obtain an overview of the Agrifuturo project.

The Agrifuturo M&E Specialist (Anabella Maputa) is on intermittent pregnancy leave. Steve Wingert will be arriving from ABT's home office to support the M&E effort during her illness. He will be in Mozambique for three weeks from October 7, 2011. Randy Fleming is acting COP until October 1, 2012 when the new COP is scheduled to arrive. The Director for Enabling Environment is Carlos Moamba. Eulalia Remane is in charge of administration. The project has a strong PMP system, as required by USAID.

Agrifuturo ended its work in Tete Province earlier this year. If the evaluation team wishes to visit the previous project site, team members should plan to visit Angonia District, only. The team members will meet with Randy Fleming on Saturday, September 22 to organize and schedule its visits to the Agrifuturo project.

Agrifuturo overview:

The project's fundamental premise is to develop agribusiness in Mozambique, with emphasis on the Beira and Nacala Development Corridors, with focus on selected value chains. As a result of USAID's new strategy, the work within the Beira Corridor has shifted to Manica and Sofala/Gorongoze. Tete was eliminated. The present focus in the Nacala corridor is now Nampula and Zambezia Provinces, as well as Cabo Delgado on the north bank of the Luria River, where fruit is grown. Field offices are located in Chimoyo, Nampula, and Kolimasi.

Targeted value chains are the following 1) oil seeds, including peanuts, sesame, and soya; 2) cashews, fruit, including banana, pineapple, and mango, and 4) pulses. In mid-2011 the project eliminated its maize and forestry value chain activities.

Agrifuturo's implementation strategy is the following: 1) Influence the enabling environment; 2) support BDS and business promotion; 3) foster PPPs and GDAs (e.g. John Deere tractor leasing); 4)in the financial sector, try to link farm groups with sources of financing; 5) generally support business support and agribusiness.

Due to changed funding, the thrust of the project has evolved: Initially, the project was funded through the RAISE IQC, so the project emphasized agribusiness development with benefits trickling down to small farmers. Later, with the Feed the Future (FTF) evolution, the main emphasis shifted to small farmers and small farmer groups. In other words, the project initially promoted and supported ag service centers (ASC) composed of commercial farms. This later changed to farmer-owned service centers (FOSCS) with small farmer services coming from higher-level producer organizations. More recently, under the G-8 initiative, USAID is promoting PPPs, which entails the involvement of large, private agribusinesses. Since the project has only one more year to operate, it is doubtful that it will have time to accomplish much in terms of PPPs.

These issues can be covered on the questionnaires for the small producers, by asking "which organization is helping you with inputs and technical assistance".

The project administrative structure is that Abt Associates is the prime contractor, with CLUSA and Technoserve (TNS) as sub-contractors. CLUSA is responsible for providing technical support to oilseeds and pulses, whereas TNS supports cashews and fruit. The project team has closer working relations with CLUSA than with TNS (although relations with TNS have improved in the past few weeks). Most of the field operating people work with CLUSA. TNS has three full-time specialists in banana, pineapple, and quality assurance, and part time specialists in finance and quality assurance.

Agrifuturo followed the EMPRENDA project, which primarily worked with emerging farmers. There was neither a good handoff nor a smooth transition from EMPRENDA to Agrifuturo.

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Organization: Technoserve (TNS)	Name of person: John Walter, Country Director Jwalter@tns.org; Tel. 82 312 1950
Location: Maputo	Date 9.26.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	TNS managed the previous EMPRENDA project based in Manica and Tete provinces to support cooperative enterprises and associations to conduct businesses in the fruit and cashew value chains. TNS is presently a sub-contractor to Abt Associates to manage the fruit and cashew value chains.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	TNS is implementing a USDA-funded project that includes forestry promotion, maize and soybean production, and maize mills and feed mills for the poultry industry. TNS also has a grant from the Gates Foundation amounting to US $2 million per year.
Gender	

Public-private partnership (PPP)	TNS is developing public-private partnerships with forestry companies under the USDA funded initiative. In Mozambique, potentially the most important crop is agro-forestry, which has the potential to create 300,000 – 500,000 jobs for subsistence farmers who would work in the agro-forestry industry producing pine and eucalyptus trees. A total of 3-5million hectares are being considered in Niassa, Manica, Western Zambezia and Western Manica under a consortium of six forestry companies led by a Finnish company.
Project Implementation	TNS is responsible for implementing the cashew and fruit value chains within the AF project; however, TNS provides three full-time staff members and a part-time consultant who work at the AF office under the direction of senior management there. TNS has "less of an interest in participating in the project" and is agreeable that Abt controls TNS employees. There have been past conflicts between TNS and the home office staff at Abt Associates, related to the division of labor and the share of financial benefits under the AF project. "As a sub-contractor, we cannot talk to USAID" was a TNS complaint. The combination of Abt bureaucracy and USAID bureaucracy under the AF project substantially slows the decision-making for TNS (for example, it requires six months to hire a consultant). The FTF and IEHA initiatives require keeping track of a large number of indicators that do not add value to the AF project.

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Organization: Technoserve (TNS)	Name of person: Jane Grob, Director Investment Advisory, Tel. 843008090; jgrob@tns.org
Location: Maputo	Date 9.28.2012

Associated ATB Project: Agrifuturo (AF)

Information Categories	Responses
Overview	TNS is a sub-contractor with Abt Associates at AF. TNS works with fruit and cashews value chains within Agrifuturo. TNS helps create markets that benefit outgrowers and provides employment. Its primary focus is on processing, and meeting export quality and food safety standards, such as Globalgap. It has a full-time person working with 3-4 cashew processors. Supports banana exports by larger investors. Under Gates funding for soybeans, works to create poultry industry.
Support to small farmers (SFs)	Provides only limited support to small farmers. Mostly deals with SMEs, processors and larger companies. TNS is putting into effect a traceability system with Whole Foods Co, a large importer, to trace cashews back to their source location as a means to qualify for organic production and get better prices, which will eventually benefit SFs. Is not involved in input supplies or other aspects of the value chains. TNS is also supporting a cashew roasting factory in Gelé, Zambezia that is committed to return 1/3 of its profits to the growers as a quality incentive.

Technology Adoption	Supports traceability, a requirement for exporting to upscale markets for agricultural products. Supports processor compliance with international marketing and food safety standards (ISO, HAACP)
Rural and/or agricultural finance	TNS works to put together investment packages and helps to make "deals" with investment financing. It is not involved with rural credit.
Community support for Food Security	None – although interacts with communities for cashew traceability.
Facilitating linkages between small farmers and supporting organizations	Encourages linkages between processors/exporters and outgrowers, but does not help to establish the linkages, nor to strengthen these linkages
Facilitation and support for ag sector policy reforms	TNS supported the SPEED project to modify the requirement for exporters to immediately convert foreign exchange into local currency. Did damage control. Requirement now is to convert only 50% after 30 days. For the soya and maize value chains, TNS opposed the elimination of VAT on imported maize, soya, and soy cake, since it helped the large importer/processors but hurt SFs. TNS provided opinion to CEPAGRI. SPEED later picked this up as an issue. The basic problem is ineffective VAT reimbursement by government, not the VAT tax on agricultural products.
Effectiveness	No self-evaluation of effectiveness was made.
Sustainability	Individual, project supported businesses are sustainable, as long as they are profitable. Since TNS works with larger private enterprises, they tend to be sustainable.
Coordination and harmonization with other entities	In AF, works with GIZ to develop improved farming systems. Anticipates getting a grant from USDA for a cashew/cassava value chain project with small farmers to improve trees by replanting/orchard improvement/pruning. Works with the Mozambique Cashew Association and the Africa Cashew Alliance (where TNS worldwide is involved). Support by USAID for poultry ended last year, although USDA continues to support the Agroforestry Village Program in Lichinga. USAID and Irish Aid are supporting a project with a focus on horticulture and coconuts in Inhambane Province. The Gates foundation continues to fund soybean and proultry initiatives. TNS is partnering with the Aga Khan Foundation for a new cashew and cassava project in Cabo Delgado.
Gender	TNS reports on gender in all areas. None of the activities in AF has a gender focus, *per se*. Gender is present, but not built into the project. Under the traceability program, TNS works with cashew processing plants that are largely females.
Public-private partnership (PPP)	Supports Global Develop Alliance (GDA) with Cargill, under the international G-8 commitment. Cargill will establish a big farm and TNS will help to establish an out-grower program for this company. Works closely with AF partners to organize field trips and support qualified investors. TNS has a GDA with Vodafone to develop information tools through mobile technology. Are designing a product to be used between larger companies and their outgrowers, such as market demand and pricing. Todd Kirkbride, the TNS – PPP director, is in charge.
Project Implementation	Tropical fruit is <u>extremely</u> important for Mozambique, with great potential. The country has ideal conditions for production, port access, and access to available markets in Southern Europe, Middle East and Asian countries (India), and is highly

	competitive. With the strengthening, higher valued Metecal in international currency markets due to gas and coal exports, tropical fruit can be a competitive agricultural export on overseas markets. A major challenge has been the impact of the fruit fly on planned horticultural exports to South Africa, which is a setback for the Beira Corridor. The AF concept is that bananas will pave the way for horticulture exports, and that mangos and pineapple will be add-ons. A big problem for cashew is that exchange rate pressure and increasing costs for processors (i.e. new minimum wage) is affecting competitiveness. The industry is trying to adjust by streamlining the marketing channels (eliminate some of the traders in the marketing chain).

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Organization: Agrifuturo (AF)	Name of person: Estevao Fraqueza, M&E Specialist 828953650; estevan.fraqueza@agricufuturoproject.som Serafim Julian Maxuhaeie, Regional Director, 845481047; Serafim.maxuhaeie@agrifuturoproject.com
Location: Quelimane	Date 10.01.2012

Associated Project: Agrifuturo

Information Categories	Responses
Overview	The Quelimane office of AF was opened in May 2012, in response to the opportunity to work in the Quelimane lowlands with the Madal company to develop an outgrower program for peanuts and sesame, as a result of the company's interest in developing production and marketing operations for these new crops. Madal is a subsidiary company of the Zimbabwean company, Rift Valley. Madal's copra production in Quelimane has been severely damaged by Lethal Yellowing disease and has forced the company to diversify into other oil crops, including peanuts and sesame.
Support to small farmers (SFs)	AF works with small farmers (SFs) to provide technical assistance and to create a favorable business environment. Before AF's arrival in Quelimane, Medal had conducted field trials of sesame and peanuts that will be produced by SFs during the coming production season (beginning in early 2013). AF will support the company outgrower scheme, and ADRA will assist its cooperatives to produce these same crops for Madal. Since its arrival in Quelimane, AF has worked to train ADRA technicians in crop production for these crops; it has helped to organize the company's outgrowers into farmer associations, and will engage in farmer training before the next season begins. The AF project has a grant component to provide transport (motorcycles), fuel and maintenance for Madal's field technicians, as well as farm implements for its outgrowers.
Technology Adoption	
Rural and/or agricultural finance	Madal will provide inputs for crop production to its outgrowers under a credit scheme whereby the advances will be recovered by the company from the

	amounts owed to the outgrowers for crop purchases.
Community support for Food Security	AF is involved in commercial agriculture, not food security initiatives.
Facilitating linkages between small farmers and supporting organizations	AF is in the process of creating and strengthening two cooperative organizations, each composed of 3,250 SFs that will function as outgrowers to Madal. In Quelimane, the process of creating cooperatives requires a time period of 4 – 6 months.
Facilitation and support for ag sector policy reforms	
Impact	There are no production results yet; only trials. The company has identified the crop varieties that it plans to use.
Effectiveness	
Sustainability	Once the linkages have been established between the company and its outgrowers it will be sustainable, provided that the value chain is profitable for all participants.
Coordination, harmonization and synergy with other entities	
Gender	Women participate in all aspects of production activity with the exception of land clearing and land preparation. It is estimated that women perform 80% of the work that is carried out in agriculture. AF does not have any special programs for females; it only reports the results.
Public-private partnership (PPP)	
Project Implementation	The branch office is understaffed for its required tasks. The branch manager had planned to hire three field technicians to support the required field operations, but it now looks as if this will not take place; particularly since the project has only one more year to operate. The Quelimane office staff is composed of a field technician/manager, a M&E specialist, a secretary and a driver. It will be impossible for the single field technician to effectively provide the required technical assistance to the large number of farmer organizations that will be involved in the production program. Another major frustration of the field staff is the inordinate delay in obtaining approval for project activity, such as hiring consultants. The field staff is composed of competent technicians, but they are frustrated by the slow response by headquarters. The AF field staff see its role as mainly forming linkages between other players in the oilseed value chains, with no substantive responsibility for hands-on activity. They feel this is a missed opportunity for project staff to become more involved. In response to problems that may arise in the value chains, they see AF's role as simply being to bring in a consultant or a technician to analyze the problem and make recommendations; not to take hands-on steps to correct the problem. The branch office manager said that AF's mandate does not allow project staff to deal with small farmers; that its orientation is for business entities.

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Organization: Agrifuturo	Name of person: Julio Costa, Manager, Nampula Tel 82 469 0710;Julio.costa@agrifuturoproject.com
Location: Nampula	Date 10.08.2012

Associated Project: Agrifuturo

Information Categories	Responses
Overview	The Agrifuturo project is implemented by three partners: Abt Associates, CLUSA, and Technoserve (TNS). Its goal is to develop agribusiness in Mozambique. It has three primary objectives: 1) Improve the enabling business environment and ag policy, 2) provide business development services to support field operations, 3) provide financial access, and 4) develop public-private partnerships (PPPs) and global development alliances (GDAs).Abt Associates is responsible for objectives 1,3, and 4, whereas CLUSA and TNS have shared responsibility for the second objective. TNS also supports Abt's efforts to obtain financial access. In terms of field responsibility, CLUSA is responsible for oilseed development, and TNS is responsible for agricultural development of fruit and nut products. Agrifuturo has a limited field staff, and it functions somewhat like a for-free consulting company. Agrifuturo is a follow-on project to the previous USAID-funded EMPRENDA project, which helped to organize growers to support agribusiness. Its main activities were to organize farmers into associations, toimprove market access and to support group formation and strengthening with programs for governance and administrative functions, with a slight amount of production support. Unfortunately, there was a delay of approximately two years between the closure of the EMPRENDA project and the full implementation of Agrifuturo. Consequently, there was little synergy between the two projects. Agrifuturo is now preparing its exit strategy, since its remaining life is slightly less than one year. For the provinces of Nampula and Zambezia (which is under the responsibility of the Nampula office), Agrifuturo has only six field technicians.
Support to small farmers (SFs)	Agrifuturo is supporting a total of 17 cooperative organizations in Nampula, each with a membership of 300-400 producers. These are good people who need continued support for a longer period to fully develop their capabilities. The cooperative law came into effect only two years ago, which facilitated the creation of cooperative businesses. The project concept is to create dynamic groups that will stimulate economic activity and business creation in their respective areas. In Gurue, Zambezia, Agrifuturo works closely with CLUSA's PROSOYA program to stimulate soybean production by small farmers. Agrifuturo has created 6 cooperative businesses in this area.
Technology Adoption	
Rural and/or agricultural finance	Large companies such as Olam have access to financing from international funds markets at an annual interest rate of around 4%. Similarly, local exporting companies such as Gani can obtain financing denominated in dollars at an interest rate of 9% - 12% per annum. However, local small- and medium-scale farmers must pay interest charges of 3% per month to obtain local financing. This is simply too much of a hurdle for the Agrifuturo project to overcome. The project

	has been unable to help obtain credit for agricultural operations. The amount of credit facilitated by Agrifuturo that is reported in its PMP relates to short-term trading credit, or financing of inputs by buyers of agricultural products. Unfortunately, credit for small farmers is almost non-existent.
Community support for Food Security	This is not a function of Agrifuturo. It has no staff for community support.
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	The Nampula office is supporting the efforts of Agrifuturo/ Maputo to resolve the blockage of fruit exports to Zimbabwe due to the fruit fly infestation. The regional office is supporting efforts to improve the Nacala Corridor logistics for agricultural-related imports and exports. The office is supporting efforts to streamline the importation of improved varieties of basic seed that are needed for crop production. For example, a South African groundnut company has tested seed in Mozambique and now wants to produce that particular variety of groundnut in this country. Agrifuturo has linked the South African company and its Mozambican partners with IIAM.
Impact	Support to the agricultural sector by the Government of Mozambique is extremely limited. Most Districts have no more that 2-3 agricultural technicians to serve a population of up to 300,000 people. With such thin coverage,
Effectiveness	
Sustainability	Agrifuturo links producer associations to private companies that serve as their markets. As these relationships develop and become stable, they will be sustainable. However, even though the producer associations are organized, they are still vulnerable and have limited access to credit. Agrifuturo is organizing a survey to determine the likelihood that the assisted cooperatives will survive. During the final year of the project, Agrifuturo will provide heavy TA to strengthen these cooperative organizations. In Nampula, Agrifuturo has created 17 cooperatives, created from "fora" groups, each containing 300 – 400 people, which are considered sustainable. With ADRA, in Zambezia, Agrifuturo has helped to create 4-5 cooperatives containing around 7,000 people that are also believed sustainable. In Gurué, Agrifuturo has assisted CLUSA to organize 6 cooperatives with 25 people that are also considered to be sustainable.
Coordination, harmonization and synergy with other entities	Agrifuturo is collaborating with SANA and SCIP in Nampula province. It helps SANA to form cooperatives and to establish them as legal entities. It supports SCIP to create young farmers' associations to encourage youth to remain in the countryside instead of migrating to the cities. For the past two years, Agrifuturo and SANA have integrated their respective work plans for field support to targeted crops such as soybean, sesame, and fruit. SANA does the agricultural part of the value chain, and Agrifuturo is responsible for the business aspects of the value chain. Afrifuturo has a similar arrangement with ADRA in Zambezia province to help create and legalize ADRA cooperatives and to provide training of trainers (ToT) in cooperative law, and to monitor the results. Agrofuturo works with Technoserve in Gurue to organize the seed sector in Moloque and Gurue. In Alto Moloque, Agrifuturo is providing technical and business support

	to Lozan Farms to support seed and to promote soybeans. TNS is providing seed and technical assistance to this same company. With regard to the International Research Centers (IRCs) Agrifuturo employs opportunistic collaboration when this is needed to support its business activity. Agrifuturo is working with World Vision to jointly develop a pineapple program in Zambezia.
Gender	Despite the efforts of the project to encourage the participation by females in project activity, the percentage of the participants in producer associations and other project activities is somewhat limited. In general, the only females who can freely participate are either widows or divorced women who are not constrained by their male partner from becoming participants in these activities. There were no particular gender requirements built into the design of the project.
Public-private partnership (PPP)	
Project Implementation	When the Agrifuturo project was initiated, its focus was mainly on supporting exports through companies such as Olam Industries and the IKURU cooperative business. It was then realized that there is a huge demand in local markets and that first priority should be to serve local markets for import substitution. For example, there is a huge demand for soybean production to serve the national poultry industry, and for fruit production to serve the local juice market. At first, markets for small producers were only with companies such as IKURU and Olam. However, in recent years there has been a boom in the availability of markets, and the greatest challenge is how to adequately serve those markets with good quality agricultural products with consistent supplies. There should be better interface between the ending of one project such as EMPRENDA and the initiation of the subsequent project, such as Agrifuturo.

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Organization: CLUSA

Name of person: Pine Pinear, Country Manager

Tel 84 314 9231; ppinear@ncba.coop

Location: Nampula

Date 10.06.2012

Associated Project: Agrifuturo

Information Categories	Responses
Overview	CLUSA is a project-driven NGO that implements development projects for international donors. It does not work outside its project activity. Since the peace accords some 20 years ago, its themes have emerged as emergency relief – refugees - demobilization of soldiers - livelihood through simple tools and seed packages. These initiatives were followed by the first Development Assistance Program (DAP) that did not provide free agricultural kits, but instead, provided good seed, appropriate varieties, sound agricultural technical assistance; and surplus production. This led to the requirement to create markets, which required that the producers be organized into groups. This was followed by the first MYAP, which worked to organize farmers into groups, or producer associations. The predecessor to the AF project was EMPRENDA, which was the first major effort to organize farmers. This project involved market linkages, post-harvest and quality control; and producing to meet market demand.

	CLUSA's role in Agrifuturo (AF) is that of implementing partner, as a subcontractor to Abt Associates. CLUSA is responsible for the pulses and oilseeds value chains. CLUSA's mission in Mozambique is to increase the incomes of small farmers. Its primary objective is to improve the agribusiness environment by working through farmer-owned service providers (FOSCs) and agricultural service providers (ASCs). Under AF, CLUSA and the other project implementers do not have a direct relationship with farmers; only with service providers and markets. It works closely with MYAP and the SCIP projects, as well as other CLUSA projects in Mozambique, whether USAID-funded or not. Soybean is an especially important crop for Mozambique that ties in with other CLUSA projects, whether USAID-funded or not.
Support to small farmers (SFs)	CLUSA is involved at the grass-roots level to create linkages between private agribusinesses and cooperative members (as well as some individual farmers) as outgrowers linked to the private company. The agribusiness companies include companies large and small such as Gani Comercial, Olam, DECA, and several private poultry producers.
Technology Adoption	CLUSA is a strong proponent of conservation agriculture (CA), which can have a dramatic impact on small farmer crop productivity and production output. In addition, CA's better soil management techniques protect the soil and help to mitigate the effect of climate change. In Zambia, for example, maize yields with CA are four times the yield under traditional agriculture where bio-mass is burned.
Rural and/or agricultural finance	Rural credit is a very difficult problem that is a major constraint to agricultural development. Producer-owned trading companies (POTCs) such as IKIRI should be able to easily market their members' products by collecting the products and conducting initial processing by cleaning, drying, sorting, bagging, etc. and then marketing the products. However, trading margins on agricultural products are thin, and large volumes of products are required earn a reasonable profit. Large amounts of working capital are needed, but this is very expensive (interest rates at 24% - 36% per year). However, international companies that export agricultural products have access to international finance at US dollar interest rates around 5% annually. Consequently, local companies are heavily disadvantaged. The POTCs will be forced to add value to the commodity they buy through additional processing such as milling, or to diversify into higher-value crops and value chains that can provide greater trading margins. Agro-processing in Mozambique is very low. Import substitution provides a good opportunity, but it requires considerable capital investment. Those with access to low-interest loans will succeed.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Lozane Farms at Alto Moloque is a good example of the economic impact of ASCs. Lozane Farms is a seed producer, and works with outgrowers. The company owns a storage warehouse, provides equipment service for small farmers, and provides inputs on credit. AF provided management technical assistance, facilitated contracts with outgrowers, and helped prepare the company's business plan for the bank, s well as negotiating financing. The farmers have better post-harvest handling and can store grain at the village level. The role of AF is that of a dealmaker for these ventures. AF also provided a grant for US $40K for equipment purchases, which improved the company's balance sheet and enabled it to leverage this investment to obtain credit.

	Another example is Madal Company in Quelimane. The company is converting its farming operation from copra production to ground nut production due to Lethal Yellowing disease. AF recruited a company in South Africa known as the S.A. Groundnut Marketing Company to link with Madal. The South African company will invest in processing and confectionary equipment, and AF will support an outgrower program for Madal.
Facilitation and support for ag sector policy reforms	CLUSA worked extensively to support the new Cooperative Law that was passed in 2010.
Impact	Agrifuturo's legacy will be its creation of private and cooperative businesses serving agricultural producers, including farmer-owned service centers (FOSCs) or agribusiness service clusters (ASCs); the linkage between the agribusinesses that own the service centers and their outgrowers, and the project's support to the new cooperative law that was passed in 2010.
Effectiveness	The effectiveness of the project has been hampered by the mid-course changes in strategy imposed by USAID.
Sustainability	The framework is in place for sustainability. Farmers know how to farm agricultural crops, and processors know how to process the crops. The FOCS and the ASCs will still be there rendering services. Consumers will still get their agricultural products. These networks are in place, and functioning. There are spin-offs to this business creation as well. The agribusiness service cluster provides services to an area through repair shops and suppliers of spare parts. This has a huge multiplier effect for the local economy. Despite the groundwork that has been laid, not all the farmer organizations are likely to survive. This is a normal part of the business cycle.
Coordination, harmonization and synergy with other entities	Agrifuturo has supported the Association for Producers of Modern Cooperatives in Mozambique (AMPCM). An Agrifuturo consultant trained AMPCM cooperative members in the new cooperative law, and to create means for its implementation. In Chimoio, Mantica, the SIWAMA Cooperative is a legacy organization from the previous EMPRENDA project. Agrifuturo is supporting this organization as well. AF is collaborating with the Gates-funded PROSOYA initiative in Gurué to develop soya seed producers who multiply improved varieties to supply local markets. Through AF support to organizations such as Andrew Cunningham Farms, which includes providing market linkage to soybean growers in Gurué, the project has helped to increase soybean production from near-zero to 30,000 tons annually.
Gender	
Public-private partnership (PPP)	All the FOCS and the ASCs supported by AF constitute a public-private partnership.
Project Implementation	An expanding middle class in Mozambique is creating opportunities for niche markets and agro-processing. This will require better market intelligence to identify and capitalize on market opportunities. A strong foundation has been laid for agribusiness development. However, continued support and assistance will be required for the cooperative organizations. The focus of these efforts must be on the business side, and assistance provided to improve business skills of the farmer organization. While

	there have been some improvements in government policies that affect agriculture, there are still many problem areas. A good innovation is the work by SCIP to reach out to young people through its agricultural youth clubs. This is an attempt to train young people to become more business-oriented at a young age, and to participate as productive members of the cooperatives that have been formed. This is another way to build onto the foundation that has been laid by Agrifuturo. Under the current project structure, it takes an inordinate length of time to generate decisions by the Abt project office and the USAID Mission. Bureaucratic delays are excessive. There appears to be a reticence to make decisions at the Mission.

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Organization: CLUSA	Name of person: Carlos Sanchez, Cooperative Development Specialist Csanchez@ncba.coop; Carlos 151257@yahoo.es
Location: Nampula	Date 10.09.2012

Associated Project: MYAP

Information Categories	Responses
Overview	The implementation of the SANA program in Nampula is led by Save the Children (STC), which is supported by Africare (AfC) and CLUSA. SANA works in 14 districts in Nampula province. The program has three strategic objectives (SOs): SO1: Support agricultural production for seven agricultural products, including cooperative development and organizational support; SO2: Training and capacity building to enhance the capabilities of the communities to respond to natural disasters; SO3: Support to communities for improved health and nutrition. STC and AfC are responsible for the field work to implement the project in fourteen districts in Nampula. STC implements the project in nine districts, whereas AfC implements the project in the remaining five districts. CLUSA is responsible for education and training in cooperative development within the supported cooperatives.
Support to small farmers (SFs)	CLUSA does not deal directly with small farmers, as do STC and AfC for field implementation. CLUSA is responsible for promoting the new cooperative law to farmer leaders. Its goal is to reach 3,600 people with information and training in support of cooperative development and the new cooperative law. CLUSA's main support to small farmers under the MYAP project is to help create cooperatives that conduct business on behalf of its members, and to provide market linkages. Before the MYAP project began supporting the creation of cooperatives, small farmers were exploited by private agribusinesses and exporters. The creation of producer cooperatives has helped the small farmers to have greater bargaining power for commercial transactions.
Technology Adoption	Members of the SANA producer associations are learning about cooperative principles, cooperative organization, and "how-to" create cooperative businesses.
Rural and/or agricultural finance	Under the SANA project, CLUSA supports agricultural credit in the Nacala Corridor. It helps to create small savings groups that are linked to the network

	of rural credit cooperatives.
Community support for Food Security	CLUSA is not directly involved in food security aspects of MYAP
Facilitating linkages between small farmers and supporting organizations	The CLUSA database contains approximately 3,200 supported associations, with each association including approximately 25 people. The total number of beneficiaries is approximately 72,000, of which 42% are female. Associations are one means for organizing farmers, although under the new cooperative law, associations are not able to conduct business on behalf of its members. For that reason, CLUSA has organized 18 cooperatives that are able to conduct business operations. Each of these cooperatives has approximately 25 members. These are considered to be core cooperatives that, after becoming legal entities and provided institutional strengthening, will be able to rapidly expand its membership and its business activities by incorporating the membership of producer associations as additional members. Thus, the database of CLUSA's producer associations can be used to expand the cooperative membership.
Facilitation and support for ag sector policy reforms	CLUSA has supported the 2010 Cooperative Law
Impact	MYAP producers and beneficiaries have been trained in farming as a business, nutrition, and preventative health practices. After four years of training, they have learned the principles of agricultural marketing, quality, commercialization, and analysis of results. They are now prepared for an additional level of training on cooperative businesses.
Effectiveness	
Sustainability	Once the strengthened cooperatives are engaged in business activities, they can become sustainable.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	Future projects should support land tenure as a component of agricultural development. Furthermore, donors should insist that the government provide matching funds for infrastructure development as the donors invest in social and economic development. A concerted effort should be made to facilitate finance for agricultural production and commercialization. This would have a significant impact in rural Mozambique.

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Organization: Technoserve (TNS) Name of person: Luis Periera, TNS Operations

	Manager
	Tel 82 306 6374;Lpereira@TNS.org
Location: Nampula	Date 10.10.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	TNS' relation with the AF project in the Nacala Corridor (Nampula and Zambezia Provinces) is only to provide two full-time employees for fruit value chains and a third employee for quality control and processing technology for cashew, and the implementation of globalgap compliance for pineapples and grain crops. From the time that the first COP, Carlos Costa left Agrifuturo (about a year after the project began) TNS has maintained a hands-off attitude toward the Agrifuturo Project. Formal relationship between TNS and AF is merely to occasionally exchange information. Luis Pereira is the TNS agricultural manager, but claims to have very little knowledge about the AF project. The primary objective of TNS is to support small- and medium-scale farmers, and help them to become viable businesses. The TNS flagship project is the Soya Value Chain Development Project, funded by the Gates Foundation, which will run for three crop seasons from early 2010 until March 2014. Total project funding is US $8 million, of which US $6 million is for work in Mozambique and US $2 million is for work in Zambia. CLUSA is a sub-contractor to TNS (whose sub-contract is valued at US $2.04 million) under the Gates-funded project. TNS is the major actor in soybean production in Mozambique, and is responsible for approximately 80% of the production output, which is estimated to be approximately 34,000 tons during the 2012-2013 production season. Before TNS' efforts began, the total production in the country was only 2,000 tons.
Support to small farmers (SFs)	The cornerstone of TNS efforts is to support small farmers. The approach used by TNS is an "extension model", centered on agribusiness private promoters (ABPs) linked to small and medium-scale farmers as outgrowers for soybeans. TNS now has 13 ABPs as beneficiaries, of which 5 are forestry companies. TNS agricultural technicians and the ABP technicians periodically meet to discuss the results and to decide on the best practices to use. An example of this approach is its work with the "Rei de Agro" agribusiness company in Gurué. TNS links the company to individual farmers and supports the relationships. After both the company and the producers gain experience and trust in working together, TNS then begins the process of organizing the farmers into formal cooperative organizations to facilitate the business relationships. Under the alternative approach of first creating cooperatives and then attempting to create businesses through the cooperative shell, under the TNS approach the business arrangement comes first, and the cooperative structure is created to support the business. Mr. Pereira says that the landscape is littered with failed cooperatives that were created under the alternative approach.
Technology Adoption	A major problem for agriculture in Mozambique is the deficient supply of improved soybean seed. Under the Gates project, TNS has a seed initiative to diffuse technology through demonstration plots. It now has 150 plots throughout its operating area that are managed by farmers. TNS pays the costs of maintaining these plots. These demonstrate the best time to plant; fertilizer application rates, and the effect of using inoculants, compared to control test plots.

Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Technoserve is implementing a Village Project in the Lichinga area in which agro-forestry companies with large land concessions are supporting an outgrower program with small farmers who grow soybeans and other legume crops for the companies. The small outgrower farmers will rear poultry as well. This program is organized by Niassa Green Resources, which is a lobby group for five large agro-forestry plantations in the area. This program of community support is in the enlightened self-interest of the large companies as a means to maintain good community relations. Separately, TNS is promoting and encouraging a private seed industry, by providing soybean seed to large farmers under a declining subsidy scheme over four cropping seasons, with subsidy amounts of 75% - 50% - 25% - 0%. To participate, the large farmer must provide seed on credit to its outgrowers whose role is to multiply the seed provided by the large farmer. The large farmer provides seed in 50-kg amounts, which is sufficient to plant ½ hectare of land. At the end of the season, the small farmer returns 60-kg of seed to the large farmer in payment for the 50-kg that was provided at the beginning of the season. The remaining amount of seed produced by the small farmers is sold to the large farmer at a pre-agreed price, and is then marketed by the large farmer.
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	TNS has made a proposal to the Dutch Development Agency to manage a program to capitalize a nucleus of 50 small- and medium-scale farmers (selected from a pool of candidates) by providing matching grants to help these farmers acquire tractors and farm implements, irrigation pumps to irrigate a 20-hectare plot of land, threshers, and farm tools. The farmer is required to pay an amount of 10% of the equipment cost; grant funding covers 50% of the cost, and a five-year bank loan will cover the remaining 40%. The project is funding the purchase of 50 of these equipment kits with a budget of US $3.5 million. The loan funds will be provided by DCI and GAPI (Banco Terra was not willing to participate in equipment financing, even with the DCA loan guarantee). The following benefits are planned from this intervention: 1) This will enhance the abilities of small commercial farmers to enter into sub-contracts with large agribusiness companies; 2) This will increase the production output and productivity of grain production; 3) these 50 farmers will be able to sell land preparation and mechanization services to other farmers, and thereby enhance their incomes. The dealers supplying the equipment must enter into a maintenance service contract for the five-year life of the loan.
Gender	
Public-private partnership (PPP)	

Project Implementation	Agrifuturo has had repeated management crises during its tenure. The first COP, Carlos Costa, left after one year. Charlene Coin, his replacement, recently left AF and is now at the Gates Foundation, where she is managing the Technoserve project among other initiatives. Under AF, the USAID management and control procedures are extremely heavy, and onerous. The procedures are too centralized; USAID tries to micro-manage the entire development process. TNS assisted AF's efforts to support the development of the US $45 million Matanuska banana operation near Nacala. The Chiquita Banana Company had a commercial contract with Matanuska, but later cancelled the agreement. After Chiquita pulled out of the venture, the company discontinued its association with Agrifuturo.

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Organization: TechnoServe (TNS)	Name of person: Rachide Sultana, Sr. Quality Advisor, Agrifuturo Tel 82 464 3690; Rachide.sultana@agrifuturoprojectl.com
Location: Nampula	Date 10.10.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Sultana began working as a quality specialist for the export of Mozambique food products with TechnoServe (TNS) in 2005. His work was required to conform to GLOBALGAP standards in the EU, as a means to provide proof that food processors in Mozambique were complying with international quality standards. The EU GLOBALGAP Agency in the Netherlands asked TNS to implement international standards working with all exporting factories. This work was funded by the Swiss Government. After the project ended, TNS began working with the Agrifuturo project to assist cashew exporters in Zambezia and Nampula to meet international export quality standards for cashews. Mr. Sultana works with TNS under the Agrifuturo project to assist exporters to meet export quality standards. He works half-time with grain exporters (i.e. pigeon pea exports to India) helping them to achieve GLOBALGAP standards, and half-time with cashew exporters to obtain certification for international quality standards. He works directly with cashew exporting companies to help them institute a Quality Management System (QMS) as the means to obtain a HAACP and ISO certificates for cashew exports. Presently, six companies have signed MOUs with Agrifuturo for these services. Agrifuturo's work helps to strengthen the international marketing capabilities of these companies, which serves as a tool to help them develop new markets.
Support to small farmers (SFs)	The cashew companies purchase raw cashews nuts from small-scale producers, so marketing support for the processing and exporting companies provides indirect support to cashew producers.

Technology Adoption	Investment is required to ensure quality. To meet export quality standards, the companies must have clear written procedures for traceability of the products from the buying point to the warehouse, then to the processing factory, and on to the customer. ISO 9000 standards require that product traceability be established throughout the entire value chain. The owners of the cashew factories require more quality training. They have to learn the process. This requires changes in attitude, good commitment to achieve quality standards, and effective implementation. Quality maintenance also requires an investment in quality instruments to measure different parameters that affect quality. For example, cashew nuts absorbs humidity, which reduces their shelf life. Also, accurate scales are required to measure the output of the different production processes. The best factory workers must be trained as quality auditors. Training is a long process because the workers have no concept of the requirements for quality control. The companies that obtain international certification can gain a market price advantage amounting to approximately US $.10 per pound. The process of becoming certified is lengthy. While all the cashew processors are firmly convinced of the need for certification, they are reluctant to make the required investments in view of the investments that are required, and the changes in labor practices (e.g. uniforms) that are needed. Mr. Sultana has worked with some of the cashew exporters for 1 – 2 years. Thus far, none of the companies have received either ISO or HAACP certification.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	Mr. Sultana's work is entirely sustainable. The companies have to invest in quality improvement to ensure that quality standards are met, and to obtain a quality certificate. Without this investment, it is not possible to provide an assurance of quality. The quality standards involve worker training, which is sustainable. However, only Agrifuturo is presently involved in support to cashew export quality.
Coordination, harmonization and synergy with other entities	Several cashew companies have created a marketing alliance called AIA Nacala, which is a joint marketing company that exports to the EU under the brand name Zambique. It receives production from the processors; it checks the quality and exports to the Netherlands.
Gender	
Public-private	

partnership (PPP)	
Project Implementation	

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Organization: Agrifuturo (AF)	Name of person: Arlindo Mendonca, Fruit Value Chain Leader Arlindo.mendonca@Agrifuturoproject.com; Tel. 84 568 6491
Location: Nampula	Date 10.12.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Arlindo Mendonca is Agrifuturo's Value Chain Leader for fruit production in Nampula and Zambezia. The fruit portfolio presently includes pineapple production in Zambezia, two nurseries in Nampula, of which one produces fruit tres and the other produces MD2 pineapple planting material, and the production of comercial bananas in Nampula. Agrifuturo assisted the Matanusca banana company during its startup period, but with management changes at the company, its direct support has ended. It now assists Matanusca (and other exporters) to overcome policy and logistics problems such as the white fly limitation on banana exports to neighboring countries in Southern Africa, and logistics and equipment deficiencies at the Nacala port. Agrifuturo is also assisting a smaller banana producer, Jacaranda, which has 100 hectares in banana production along the river that separates Nacala province from Cabo Delgado province. Agrifuturo is assisting this company to obtain global gap certification and with quality standards. Agrifuturo is also considering supporting a local producer, Jose Forte, with grant funding for planting material and a tractor to help develop a ten-hectare banana farm near Nampula city to serve local markets. AF has provided a grant to a local nursery near Nampula for 15,000 MD2 pineapple plants (approximately 1/3 hectare) from South Africa that are being multiplied on an accelerated schedule to provide planting material to eventually create commercial pineapple farms using this variety in Nampula. AF has provided hands-on technical assistance to this pineapple nursery. In addition, AF is supporting a local nursery that produces mango and other fruit trees for local markets.
Support to small farmers (SFs)	AF is supporting pineapple production near Quelimane, Zambezia in collaboration with World Vision (WV), for the transfer of pineapple production technology to two producer associations that are supported by WV. There is a total of approximately 140 hectares in production in this area. AF will also provide technical support for developing an open-air marke that will be facilitated by World Vision. Next month, AF will provide support to three pineapple producers in Chimoio to establish a nucleus pineapple operation in that region. One of these producers has ½ hectare of MD2 pineapple variety. In Alto Moloque, WV producer groups are already producing pineapples with local (native) pineapple varieties. AF will help these groups to introduce improved agricultural practices.
Technology	

Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The main impact of the AF support for fruit production in Nampula and Zambezia is the following: 1) AF has helped to create a banana industry in Nampula. 2) The plant nursery that AF has supported in Nampula is providing modern mango varieties to farmers, including Tommy Atkins and Keats that produce much faster and with greater production per tree than do native varieties.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Agrifuturo (AF)	Name of person: Abel Lisboa, Grains & Pulses Value Chain Technician Abel.lisboa@agrifuturoproject.com Tel. 82 802 1113
Location: Nampula	Date 10.11.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Abel Lisboa holds two positions with Agrifuturo: 1) he is the value chain technician for oilseeds and pulses in Nampula and Zambezia, and is responsible for environmental impact studies that are pre-conditions for grant funding in both the Nacala and Beira Corridors. Under his value chain work, he 1) helps to create SANA cooperatives in Nampula and ADRA cooperatives in Zambezia, and 2) helps to develop farmer-owned service centers (FOSCs) and agribusiness

	service centers (ASCs). This work includes financing and market linkages, as well as any other tasks that are required to strengthen farmers in Zambezia and Nampula. Shortly after the Agrofuturo project began Mr. Lisboa was involved in an emerging farmer program whereby the Banco Tierra financed Agrifuturo growers. That initiative was a failure and the farmers could not repay their bank loans. Afterwards, Mr. Lisboa began working with cooperative development under SANA, working with Carlos Sanchez. Their mission was to help create cooperative businesses through links with financial service providers, and to link to markets through buyers such as Olam International. After, the Agrifuturo program moved to Zambezia province in June or July of 2011, and began to work with ADRA and Lozane Farms.
Support to small farmers (SFs)	Mr. Lisboa is the mentor of the privately-owned Lozane Farms. AF helped the farm create links with 9 associations composed of 322 farmers for the 2011 production season. Part of AF technical assistance was to create a farmer information program with a radio station in Alto Moloque that provides advice and instructions on soybean farming. AF also provided technical support in crop production for the two Lozane Farms technicians (one manager and one field assistant), and also linked Lozane Farms to two seed suppliers (Technoserve and ICE-Africa). Mr. Lisboa now supervises the entire Lozane program. Last season, in addition to the linkage with seed companies, he assisted Lozane Farms to initiate a contract farming venture with small farmers for soybean production. The main problem was that bank financing to Lozane Farms was delayed, beyond to production season, so the company had no funds to purchase soybeans from the small farmers and the farmers began side-selling. Afterwards, Lozane arranged to sell the contract farmers' products to Gani Comercial and New Horizon, which provided sufficient cash to end the season with a modest success. The farmers received MZM 15 – 17 per kilogram of soybean grain, and MZM 25 per kilogram of soybean seed. Approximately 300 tons of product was produced and marketed. The farmers were enthusiastic about the price paid, and plan to repeat the experience during the next growing season. With the positive results from the first season and the favorable attitude of the farmers, the production volume during the next growing season will likely increase considerably. Negotiations are now underway with Standard Bank to finance crop purchases during the next growing season.
Technology Adoption	
Rural and/or agricultural finance	Banco Oportunidade Mozambique (BOM) and Banco Terra (BT) have DCA loan guarantees provided by USAID. BOM provides no guaranteed loans in either Zambezia or Nampula. In view of the bad experience of BT, it is not likely that it will continue to provide loans to Agrifuturo-supported farming ventures. BT is a commercial bank; it is not a micro-finance provider that is engaged and involved with its customers. BT officials simply remain behind their desk and wait for the loan repayments to be made. The main problem is that the bank's loan officers never go to the field.
Community support for Food Security	
Facilitating linkages between small	

farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	An agribusiness has been created based on Lozane Farms, while another is in the process of being created with ADRA producers.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	Agrifuturo also supports ADRA in Zambezia province for the production of pigeon peas and ground nuts. ADRA's farmers also produce maize, but this is not a targeted crop for Agrifuturo. AF is working to link ADRA farmers' unions to buyers of pulses and oilseeds such as Olam Industries in Nacala, and to develop a production and marketing program for the next production season. The production potential of ADRA's producers is quite large, since it works with a total number of 8,000 farmers. This could have a dramatic impact on the production of these two crops. AF is now in the process of developing a MOU between ADRA, Olam, and Agrifuturo. In summary, AF is working to link ADRA producer unions to trading companies. AF is also assisting the producer unions to organize themselves into cooperatives. One cooperative per district is planned. AF will work closely with the CLUSA cooperative development officer to organize the cooperatives.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: CLUSA	Name of person: Pine Pinear, CLUSA Country Director Tel 84 314 9231; ppinear@ncba.coop
Location: Nampula	Date 10.15.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	This was a follow-up meeting with Pine Pinear in an attempt to determine the specifics of the Agrifuturo support to and relationships with the MYAP/SANA small farmers in Nampula
Support to small farmers (SFs)	
Technology Adoption	

Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	AF's role is to promote agribusiness by getting service providers to engage with small farmers, as a means to create an agro-sector in Mozambique. AF is solely concerned with the business aspects of agriculture. It does not support small farmers. AF's role, for example, is to determine how to engage small farmers to supply large processors and consolidators such as Altie Steen. Agrifuturo supports the ASCs and FOSCs with grants to help provide them equipment (he could not provide examples of support that has been provided). Another example is Lozane Farms, where arrangements were made with input suppliers to get outgrowers' seed on time. Still another example is the ongoing discussions with South African Ground Nut Marketing Company to arrange a contract farming scheme with small farmers associated with Madal Company in Quelimane. The legacy of AF will be the market linkage between small farmers organized into FOSCs that were initiated through SANA
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	Mr. Pinear does not know what specific support CLUSA provides to Agrifuturo. He does not know how many CLUSA people are assigned to the AF project, nor does he know the AF organization.
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Agrifuturo — Name of person: Julio Costa, Nampula Manager

Tel 82 469 0710;Julio.costa@agrifuturoproject.com

Location: Nampula — Date 10.16.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	This was a follow-up interview with Julio Costa to obtain additional information about Agrifuturo's work in Nampula and Zambezia.
Support to small	

farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	AF has an agreement with the Micro-credit association to provide financial training and increase the financial awareness of the SANA cooperatives. It links the SANA cooperatives to the national micro-credit association, AMOMIF. AF has supported IKURU and Corridor Agro to obtain loans from Banco Terra. However, the bank is not responsive to the seasonality of credit needs for agriculture.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Agrifuturo has the following ASCs in Zambezia and Nampula: 1) Lozane Farms; 2) ACOF (presently being organized in Macuba; 3) Corridor Agro (CAL); 4) Cister; 5) Olinato (cashew); and 6) Mozambique Bio-fuels Ltd. in Macuba. In addition, Agrifuturo has the following FOSCs: 1) Nampula – 17 cooperatives created through the SANA project; 2) Alto Moloque – one FEDAMOZ cooperative for soybeans; 3) Macuba – 5 cooperatives that are supported by ADRA (this is still being negotiated); 4) Gurue – 6 cooperatives that are supported by the CLUSA/PROSOYA project. AF uses three approaches to provide services to its client organizations. These are through a) direct project employees, b) external consultants, and c) service providers who support the entire process. With all cooperative organizations, AF provides support for marketing, as well as production alliances. It has supported the process of understanding and implementing the new cooperative law for the past two years. With the ADRA cooperatives, AF is helping to organize the cooperatives, training ADRA technicians in new cooperative law and coaching the process. At PROSOYA, AF has a team of consultants to organize the business component of the cooperatives to develop strategic plans and business plans. AF is outsourcing this work to a group of external consultants. With SANA in Nampula, AF is working with the Association of micro-credit service providers to provide financial training to the cooperatives. There is a SOW for this work, and the contractis being signed. In the future, the cooperatives will buy these services directly from the Association. AF supports the grower federation, FEDAMOZ in Alto Moloque, which was created by World Vision. AF's work has been to link this group with Lozane Farms and to provide technical assistance (TA) to the grower cooperatives involved in the soybean program. AF works with emerging farmers for soybean seed production. The TA is delivered to the farmers through Lozane Farms. AF technicians work with Lozane Farms technicians to develop outgrower schemes with these farmers. Lozane Farms was previously only a farm. AF has supported Lozane Farms to become an ASC for grain production. AF has helped the company to contract its growers, hire a technician, and create its outgrower program with FEDAMOZ. AF coaches all the technical support with the farmers, helps the company select growers and to develop a seasonal production plan with the growers, links the company with potential partners, including markets and sources of finance, and also linked Lozane Farms to TechnoServe in order to get an operating subsidy. AF provided a motorcycle for the Lozane technician, and subsidized the cost of the technical assistance. AF also helped to develop a local radio program that gives production advice on Lozane crops.

	Agrifuturo's support to its client organizations varies according to the needs of each of these. In other words, the program varies depending on the needs of the client, and involves different products and different services. Generally, it helps to establish outgrower schemes between the ASCs and small farmers. For example, it linked Olinoto as a supplier of black-eyed peas to Cister, and has assisted Olinoto to develop production programs for sesame and pigeon pea. With Corridor Agro, it is lobbying with MINAG to help the company import new seed varieties. For the Jacaranda and Matanuska banana companies, AF helped them to become established in Mozambique. AF cannot provide technical assistance for banana production; these companies are experts in that field. AF's work to overcome export barriers on fresh bananas into southern Africa was motivated by its desire to assist Matanusca banana exporter. For Jacaranda banana company, it helped the company to import its agricultural equipment duty free through CEPAGRI; lobbying government to help it become established, and it lobbied the national road service to help the company to obtain an access road to the farm. Presently, with Jacaranda, AF is assisting the company to establish GLOBALGAP standards AF is helping the Madal Companhy in Quelimane to transform its business model from a processor of small farmer copra to a processor of ground nuts for markets in South Africa. AF is helping World Vision farmer associations in Zambezia to grow pineapples year-round to have a continuous supply to local markets. It organizes pineapple production and provides market linkages.
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	AF supported Corridor Agro to develop its outgrower program involving 10 outgrower groups for sesame, pulses and soybeans. AF provided a vehicle and a technician's salary for the program. With IKURU, AF provided equipment for seed processing, as well as market linkage and linkage with financial sources.
Project Implementation	The Agrifuturo technical staff in Nampula and Zambezia is composed of the following individuals: Julio Costa, Team Leader (CLUSA); Arlindo Mendonca, fruit value chain (TechnoServe); Efrain Solano, fruit value chain (TechnoServe); Abel Lisboa, oilseeds value chain (CLUSA), Mario Santos, pulses value chain (CLUSA); Armando Germaez, value chain assistant (CLUSA), Rachid Sultana (TechnoServe), senior quality advisor, and Serafin Maxuhaeie, Manager, Quelimane (CLUSA).

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Organization: Agrifuturo project	Name of person: Octavio Machado, M&E Specialist Tel. 82 594 0550; Octavio.machado@agrifuturoproject.com
Location: Chimoio	Date 10.19.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Agrifuturo's work is to develop agribusiness. It does not work directly with small farmers. Its two development models are Agribusiness Service Clusters (ASCs), which are private agribusiness, and Farmer-owned Service Centers (FOSCs), which are small farmer cooperative organizations and producer associations. ASCs are large commercial farmers who work with medium-size farmers, known as "Emerging Farmers" (EFs), as outgrowers. In some cases, the EFs may themselves be linked to groups of small farmers, who serve as outgrowers to the EFs. The FOSCs are composed almost entirely of small farmers who are members of the prodducer cooperative or association. The ASCs associated with Agrifuturo are 1) Vinson G&G, Manica; 2) Phoenix Co, (Manica); 3) Agropec de Manica (Gondola); 4) Sementes NZY (Barue); 5) Njerenje (Gondola), and 6) Frio Foods (Gondola). A new ASC, Evertz Company (Chimoio) will soon be added to the associated companies. There are four FOSCs that are presently associated with Agrifuturo: 1) Agronegocios de Barue, 2) Cooperativa Kigdota Kuchanda (CKK), 3) KKU – APAC, and 4) Agronegocios de Mussoruze. There are a total of 46 emerging farmers associated with the Agrifuturo program. AF links these different organizations to service providers including 1) input suppliers, 2) consultants, 3) banking system, and 4) buyers and markets. AF also supports the associations by providing advice, council, contacts, and linkages. For example, AF technicians may train the technicians at a FOSC in certain agricultural practices under a train-the-trainer approach. Another example is that a FOSC technician may provide a list of seed for planting during the next season, and AF will evaluate the list. Another example is that AF may provide a grant to a ASC, which permits the ASC to provide a production service to its outgrowers.The FOSCs and the ASCs have their own technicians that serve their associated producers. All the supported FOSCs and ASCs are involved in grain production. There are no fruit producers.
Support to small farmers (SFs)	Agrifuturo does not provide services directly to small farmers. These small producers benefit from AF services through the FOSCs or ASCs.
Technology Adoption	AF provides technology and information to its assisted FOSCs and ASCs.
Rural and/or agricultural finance	AF provides linkages and contacts between its clients (ASCs and FOSCs) and banks. AF helps to structure the credit facility to make sure it is suitable for the producers. AF hires consultants to assist its client organizations to develop business plans that can be presented to the bank for its consideration. In some cases, the outcome of these programs was not good. For example, during the 2010-2011 season, Banco Terra financed nine outgrowers affiliated with Vincent G&G farms in the equivalent amount of approximately US $10,000. The effort failed, largely because the farm equipment that was purchased under the loans

	arrived several months after the season began, and the crop season was lost. The producers switched from their planned production of maize and soya to sesame as an alternative crop, but the sesame yield was low and many farmers defaulted. There has been no further contact with Banco Terra. Presently, Agrifuturo is supporting small farmer credit programs with Banco Oportunidad de Mozambique (BOM) with good results. The ASC, Agropecuario de Manica has a large credit with Banco Terra, which is most likely included in its DCA loan portfolio guarantee program.
Community support for Food Security	AF does not provide community support.
Facilitating linkages between small farmers and supporting organizations	Agrifuturo provides linkages between producer organizations and service providers. Some examples are Panar and Dengo Comercial for seed supplies; Agri Focus and Moz Fertilizer for fertilizer inputs; Abeleo Antunes, Santos Mairie, V and M, the World Food Program, Olam Industries, and Dengo Comercial as buyers of agricultural products. These contacts and linkages started well before AF began operating. These relationships are long-standing, and stable.
Facilitation and support for ag sector policy reforms	AF supports the DPA initiative to monitor the incidence of fruit fly at the Corridor level by financing the cost of fly traps, including material, transport, and analyses. The studies are demonstrating that green bananas do not attract fruit flies. Agrifuturo is helping to support the entire process of imports and exports through the Beira port by conducting a study to identify the main bottlenecks, and general problems and constraints. This information will be used to advocate for operating improvements and improved customer service at the port.
Impact	The legacy of Agrifuturo is the model of ASCs and FOSCs that serve as development poles for the entire process of agribusiness development.
Effectiveness	
Sustainability	AF has created a base of producers linked to service providers and to markets. Some producers are capable of dealing directly with banks for financing. When the project ends, these relationships will continue.
Coordination, harmonization and synergy with other entities	There is synergy with other organizations to increase agricultural production and productivity. Agrifuturo technicians make joint visits to the farm with MINAG, and collaborate with the DPA for farmer field days. . It coordinates the distribution of seed with other entities. It conducts joint training on agricultural production practices with organizations such as the Fundacion Mikaya. It supports the WFP program of grain purchases through P4P. Agrifuturo works closely with Technoserve to jointly develop and monitor demo plots for seed production under the Gates-funded seed program.
Gender	Agrifuturo encourages the FOSCs to bring in more females as association members, and it encourages the ASCs to bring more females into their programs of emerging farmers.
Public-private partnership (PPP)	The Agrifuturo project provided a US $75K grant to the ISPM educational institution to provide equipment for its soils laboratory. AF is collaborating with the Njerenje company to develop a program for emerging farmers linked to the company. The emerging farmers are students at ISPM, who are being supported with equipment and technical assistance.
Project Implementation	

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Organization: Agrifuturo Project, Dombe	Name of person: Endro Mbetsa, Agricultural Field Officer Tel. 82 377 5301; Endro.mbetsa@gmail.com
Location: Barue	Date 10.26.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Endro Mbetsa is the Agriculture Field Officer for Agrifuturo in Dombe. He works exclusively with the Kuguta Kuchanda Cooperative (KKC). His role is to unify the farmers that are linked to the cooperative for the purpose of developing agribusiness and making profit. He provides technical assistance to the cooperative members through the cooperative's organization of 35 volunteer technicians that provide technical support to KKC's 35 affiliated producer associations. He provides training and technical assistance for the production of maize and sesame, which are the present crops grown by the cooperative members. Beginning with the next production season, he will help the KKC members to diversify into new crops the cooperative is planning, which include soya, pigeon peas, and ground nuts. He is a resident of the Dombe area.
Support to small farmers (SFs)	Mr. Mbetsa teaches agribusiness-related issues including agribusiness management, farm costs, and how to calculate profit and loss. He also links the cooperative with agro-dealers, with markets, with financial institutions, and any other available service providers. He encourages farmers to adopt new technology such as certified seed and chemical fertilizer to increase their production output. However, it is a big challenge to convince farmers to apply non-organic fertilizer to increase their yields. Furthermore, he encourages them to obtain the title for their land (DOAT) to ensure their continued ownership. He also wants to help develop KKC into a viable agricultural business cooperative. Agrifuturo was instrumental in helping the KK Association to become registered as a cooperative in 2011.
Technology Adoption	While change of the cooperative members' mindsets is a slow process, some progress is being made and the farmers are adopting improved production practices, in view of the increased production output.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	As a result of Mozambique's earlier experiments with socialism and collective farming, the concept of a "cooperative" has been difficult to sell to the KKC members.
Facilitation and support for ag sector policy	

reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	The cooperative's warehouse was provided through a grant from the international NGO, AIPSA. The cooperative had to provide matching funds in the amount of 10 percent of the total amount.
Gender	
Public-private partnership (PPP)	
Project Implementation	A major challenge for Agrifuturo project implementation is to overcome the effects of a limited formal education and the high rate of illiteracy among the cooperative members. The members are generally ignorant of good agricultural practices, and do not easily accept change. Training is a constant battle. Furthermore, most people do not understand the principles of "cooperativism" and the concept of joint marketing. They are worried that if they deliver their agricultural products to the cooperative for joint marketing, someone will take their goods from them. The cooperative has a warehouse for consolidating the members' products, but it has limited use. For example, they fail to see the benefit of selling their maize to the WFP at a price of MZM 8.00 per kilogram (compared to a normal market price of MZM 5.00), especially when the WFP makes the payment three months later. They cannot accept the concept of a later payment, even though they receive more money. There is a need for the project to support the concept of land security for small farmers, especially in view of the influx of people moving into the district. Pressure on the land will increase further after the road linking Dombe with Chimoio has been paved.

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Organization: Agrifuturo	Name of person: Stephen C. Wingert, Wingert Consulting Ms. Anabela Mbota, M&E Specialist, Agrifuturo Tel. (USA) 707 579 8962; Steve@wingertsconsulting.com
Location: Maputo	Date 10.29.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Stephen Wingert works as a consultant to help Agrifuturo maintain its system for monitoring and evaluation. He travels to Mozambique twice yearly to assist the project. The RFP for the Agrifuturo project was released in July 2008, with project funding by the Initiative to end Hunger in Africa (IEHA). The project was initially funded for a period of three years and ten months in the amount of US $15 million. Mr. Wingert developed a PMP plan with IEHA indicators, based on targets provided by the sub-contractors TechnoServe (TNS) and CLUSA. In

	February 2009, USAID increased the amount of the project financing to US $25 million, but did not increase the time frame for the project. With this increase in the amount of funding, Abt Associates increased the indicator targets by an across-the-board amount of 67%, which is proportional to the increased amount of funding. Later on the funding amount was reduced to US $19.5 million, and was eventually returned to the level of US $25 million. Presently, the project is scheduled to end at the end of FY 2013. During the first 1-1/2 years, the project accomplished very little, due to weak and ineffective senior project management. In 2010 the COP was changed, from a local employee to an expatriate employee, and a senior technical expatriate manager was also hired. Since these new employees increased Abt's administrative costs, the company decided to reduce the amount of the CLUSA and TNS sub-contracts accordingly, particularly since they had under-spent during the first few months of the project. This change caused difficulties with the two sub-contractors, which still persists with TNS. The second COP left the project in September 2012, and has now been replaced. With the change from IEHA funding to FTF, there was a requirement to change the project indicators. The process of changing the indicators and obtaining USAID approval required approximately six months of effort, which was finally completed in July 2012. In addition to the change in the funding source and the required indicators, a considerable mid-course change in project implementation also occurred. Agrifuturo started as an agribusiness project, but with FTF funding, it was required to begin working with small farmers. The original project locations of Tete, Niassa, and Sofala were suspended, and Zambezia was added to the project locations. The two original value chains of maize and forestry were stopped, and a value chain for pulses was added to the project requirements, including beans, cow pea, and pigeon pea. The project was previously scheduled to end in February 2013, but a compromise was reached with USAID to end the project on September 30, 2013 in order to obtain the harvest benefits from the 2012-2013 crop season. Earlier this year, Abt Associates considered developing an automated system for M&E reporting, but later decided that in view of the limited time remaining in the project that the benefit to be received would not justify the cost. The project M&E Specialist conducts data quality assessments twice yearly on a limited number of indicators to verify the validity of the information compiled under the M&E system. This entailed visits to different producer organizations and agribusiness service clusters (ASCs) to verify their information that is compiled from primary sources. M&E information is consolidated and reported by corridor. With the change in Agrifuturo funding from the Initiative to end Hunger in Africa (IEHA) to Feed the Future (FTF), beginning in FY 2012 there was a substantial change in the indicators used to monitor the progress of the project. Under FTF, the exports of large companies (i.e. Matanusca bananas) are monitored, whereas for smaller companies, their sales value is monitored. The MYAP project does not measure the value of sales of the MYAP-assisted producer organizations; only the Agrifuturo project monitors the value of their product sales. If the Agrifuturo project provides any kind of assistance to any commercial entity, then indicator data is collected from that entity by the project. The project has found no definition of what "assistance" must be provided before data can be collected. For example, in the case of Matanusca

	banana company, Agrifuturo provided initial assistance to help the company become established in Mozambique, and to resolve some labor issues. Recently, AF completed an analysis of the Nacala port operation, and is presently collaborating with MINAG on a monitoring program for fruit fly infestation in Mozambique that is blocking fruit produced in Mozambique from entering South Africa. Matanusca banana refuses to provide indicator data to Agrifuturo. However, the project continues to report the estimated amount of banana exports, even without the reported values. As described by Ms. Mbota, "they are getting assistance they don't need, and are not aware they are receiving it". On November 1, 2012, the Agrifuturo project will submit the annual results for FY 2012 to USAID. The project was also asked by USAID to revise the 2013 targets as part of this analysis.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	Under the FTF program, USAID has asked MSU to collect indicator data for gross margins earned by small farmers. Agrifuturo is required to collect indicator data on gross margins for 100 emerging farmers as well, and will contract with MSU to collect similar information for these farmers. Using GPS technology, the MSU data collectors will measure the farm area, and will estimate the proportion of producing area dedicated to the different crops that are grown at the farm. The producer will provide the amount of revenue earned from each crop, and will estimate the out-of-pocket cost of production. In this manner, and estimate of gross margin (assuming zero cost of family labor) will be estimated. Under FTF, Agrifuturo is not required to collect nutrition data.

	The process of collecting M&E data for FTF indicators for the Agrifuturo project is extremely burdensome and costly. For example, the project has 17 field staff members, and the M&E staff is composed of 7 M&E specialists, plus two consultants that work part time. In other words, the M&E staff is 40% as large as the project's field staff. In addition to the M&E staff that works full time on collecting and analyzing M&E data, the field staff is also required to spend a considerable amount of their time with M&E data collection. In addition to the effort required for routine data collection, the time and effort that was expended by the project in 2012 to re-structure the PMPdata was considerable. When the FTF initiative was launched, USAID established the amount of 5% of total project cost as a reasonable amount for monitoring and evaluation. However, the cost to the Agrifuturo project is considerably greater than 5% of total project cost. The PMP data for the Agrifuturo project provides data on the following indicators that can be used to answer the evaluation questions required to be answered by the evaluation team. The following are the sources of information for the evaluation questions: 1. Policy reform – The indicator data show the number of policies initiatives that are being supported in different ways by the Agrifuturo project. 2. Public-private partnerships – These indicators are described in each of the annual reports for the Agrifuturo project. 3. Sales – The indicators show the value and volume of sales by small farmers. 4. Agricultural productivity – Gross margin calculations are a proxy for agricultural productivity. This information will be collected during FY 2013 5. Gender – The PMP data shows the breakdown by gender for new jobs created, rural households benefitted, loan values, number of members of producer associations, and technology adoption. After the new leadership took over management of AgriFUTURO in February 2011, we were requested to prepare a revised monitoring and evaluation plan, and the attached plan was submitted to USAID in July of that year. In preparing it we attempted to include indicators from the new Feed the Future indicator handbook that roughly matched our original Initiative to End Hunger in Africa indicators, so that we could begin the transition to this new source of funding while also maintaining continuity of reporting. We also reduced the number of indicators from 12 to 9 in an attempt to simplify the M&E burden. That revision of the M&E plan (attached) was not approved because the Mission was in the process of negotiating with Washington which indicators would be used for Feed the Future in Mozambique. In the fall the Mission told us that we needed to add indicators reporting on the number of hectares under new technologies, the number of farmers and organizations applying new technologies, and the gross margins generated. We argued that AgriFUTURO was designed as an agribusiness strengthening program focused on improving organizational capacity and market access, not technology dissemination. We also added that collecting gross margin data required a sophisticated effort and should be contracted separately by the Mission. It was the ATB FtF M&E specialist Lidia Calvo who argued that we should adopt these indicators, while our COR Elsa Mapilele sided with us. Early in the program when it became clear that

	AgriFUTURO would be assisting producer associations that were assisted by other USAID programs (specifically the SANA and ProSoja programs), Elsa indicated that we could report results related to AgriFUTURO's focus, such as sales and exports, while the MYAP partners would report on production. However, when Elsa briefed John McMahon on this conversation he indicated that we should in fact report on the technology indicators and gross margins. In a subsequent meeting with John he explained that when the Mission had developed and submitted the Feed the Future strategy it had indicated that the PL480 Title II resources would form part of the whole of government assistance in meeting FtF objectives. However, Title II MYAP agreements are negotiated and signed by Washington, and the Mission has limited authority in requiring the MYAP partners to include specific indicators in their reports. Therefore the Mission asked AgriFUTURO to capture the results for technology dissemination for all the organizations we were assisting, whether or not AgriFUTURO funds and staff were directly responsible for that dissemination. The FtF indicator reference sheet specifies technology adoption attributable to USG assistance. After a prolonged period of discussion it has been decided that Michigan State University will gather gross margin data for small farmers assisted both by MYAPs and AgriFUTURO, while AgriFUTURO will gather this information for assisted emerging farmers (we will contract the same data collectors trained by MSU for this purpose). AgriFUTURO has in fact had a greater direct impact on technology dissemination than I had originally envisioned, with the Lozane Farms as the best example. I also want to note a remark that Randy Fleming made during my last visit to Mozambique when he stated that Technoserve did not want to make IITA developed seed available to small farmers as they felt the farmers would not be able to manage this more sophisticated and demanding seed. Technoserve therefore was not (at least at that point) disseminating this seed in its Gates funded program. I believe that we can therefore take credit for establishing the link between the producer associations and IITA.

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Organization: Agrifuturo	Name of person: Eulalia O. Remane, Grants Manager Tel. 82 306 3203; 82 307 2006; Eulalia.ouchim@agrifuturoproject.com
Location: Maputo	Date 10.29.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Ms. Remane was appointed to the position of Grants Manager after the previous manager left the project on October 8, 2012. She continues to hold her previous position as well, which is Operations Manager. Since the budget for grants is nearly depleted and there are actually only a few grants in the pipeline, it was not considered necessary to replace the grants manager. Ms. Remane recognizes

	that the process of awarding grants by the project has taken too long. At the outset, it was planned that potential grantees would participate in training workshops, but this was never carried out by the previous grants mananger.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	Ms. Remane explained the grant approvals process as follows: The potential grantee, assisted by the AF value chain leader (VCL) prepares a grant concept paper. The concept paper is reviewed by Agrifuturo and any pending questions or issues clarified, and the grant concept is approved. The grantee, assisted by the VCL must then prepare a full proposal for the project, which has to be reviewed and approved by a grants committee, composed of three senior project managers. The committee members work independently to complete a grant evaluation form, and provide their recommendation for grant approval, complete with their assessment score for the potential grant. Depending on the workload and availability of the committee members, their evaluation can take 3-4 weeks to complete. Depending on the purpose of the grant, there may be administrative requirements that must be completed, such as an environmental impact analysis. Initially, this requirement caused considerable delays, since the environmental analysis had to be approved by USAID and the grants manager had to submit the analysis several times before it was approved. However, in 2011one of the AF field technicians was appointed Environmental Officer and received training as an environmental specialist by a consultant from Abt Associates who came to Mozambique. This change considerably accelerated the process and reduced the time required to approve the grants. Initially the project submitted the grant proposals directly to USAID, with a courtesy copy sent to Abt Associates. However, on one occasion the Abt headquarters office rejected a grant proposal from the company Fruta do Revue after it had been approved by USAID. The reason that the grant was rejected was because the employment generation was considered too low (it was later clarified that the estimated amount of employment generated was only for the operation of the tractors and equipment that were included in the grant proposal, and did not include the entire amount of employment generated by the grant for company operations). After this difference with Abt Associates, all grant applications were submitted to the Abt home office for review.

	Furthermore, after the grant application for Fruta do Revue was rejected by Abt, the AF project staff decided to submit the grant to the USAID-funded Local Grant Fund that is administeredby Technoserve. However, the start of that grants facility has been considerably delayed and is not yet operating. even though the original grant application was submitted by Fruta do Revue was made in 2010. After the Abt headquares has approved the grant application, it is then submitted to USAID for its review and approval. Initially, USAID required at least three weeks to approve a grant but lately is has become much quicker. Now, it does not normally require more than 2-3 days for USAID approval.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	All the grants provided by Agrifuturo to private companies are considered to be public-private partnerships. Agrifuturo acts on behalf of the US government, a public entity, and works in partnership with the private entity to carry out a development activity.
Project Implementation	With the 1911 change in the source of funding for the Agrifuturo project from IEHA to Feed the Future, the nature of grant funding has shifted from grants to private businesses to grants for producer organizations. Agrifuturo presently retains title to the equipment that is provided to the grantee. At the end of the project, the equipment will be titled to the grantee, as long as the grantee's contractual obligations with Agrifuturo have been met.

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Organization: Agrifuturo	Name of person: Randolph Fleming, BDS Director Tel. 82 306 3203 E-mail : Randolph.fleming@agrifuturoproject.com
Location: Maputo	Date 11.1.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	This was a follow-up interview with Randolph Fleming to obtain additional, supplementary information.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support	

for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	AF's role in policy implementation is to become engaged in activities that "need a helping hand". A major policy initiatives and support for the enabling environment is the project's current efforts to prove that green banana is not a host for fruit fly, in order to open the borders for banana exports to neighboring countries. The project spent one year supporting MINAG with data collection and analysis of fruit fly migration, and had to spend a second year replicating the study due to some limitations that were found in the first study. However, the study has now been completed and presented, and is now ready to publish. This is no longer a technical issue; instead, it is political issue related to trade policy between Mozambique and its neighbors. A second policy issue is the logistics study that was completed for Nacala and Beira corridors. The study has been reviewed by the Southern Africa Trade Hub (SATH) in Gaborone. AF is making a major thrust for the publication, dissemination, analysis, presentation, and obtaining press coverage of these findings. A third policy initiative taken by AF is to spread the word of the new cooperative law so that producer organizations can take full advantage of what the law provides. In this regard, AF has worked to train cooperative management with regard to business practices, particularly with regard to cash management. AF has also worked to correct the discrepancies in applying the VAT law in the agricultural sector. In its present form, the law inhibits agricultural investments. A problem related to the close relations between USAID policy projects and the private-sector confederation, CTA, is that in the parts of the country outside Maputo, CTA is not perceived as being a good representative of private business. It deals primarily with national issues such as taxes and labor law. For example, private-sector organizations in Beira do not feel adequately represented by CTA. However, in Beira, the Sofala Commercial and Industrial Association provides private-sector leadership, and almost competes with CTA. It helps to clarify issues, conducts assessments, and provides information to the business community on important issues such as land registration. With assistance from USAID/SPEED, CTA has re-incorporated staff and is stronger as an organization. AF has a mandate to work with CTA. AF should work under its policy initiative to strengthen the capacity of CEPAGRI, the investment promotion arm of MINAG. The Monitor Group has made a study of four crops that CEPAGRI should support, including bananas and rice.
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and	

synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	The regions of Gurue and Alto Moloque in northern Zambezia are recognized as a strong production area for oilseed and grains. CLUSA has worked in this location, and AF has staff there that is in the CLUSA structure. In the future, the AF project operations in Gurue and Alto Moloque will be managed from the Quelimane office. In Gurue, AF supports different crops, including market linkage for soybeans and provides production support through CLUSA. In Alto Moloque, AF works provides support to small farmers through Lozane Farms.

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Organization: Agrifuturo - Chimoio	Name of person: Stephano Gasparini, Chimoio Area Manager Tel. 84 476 0176 ; E-mail Stefano.gasparini@agrifuturoproject.com
Location: Maputo	Date 10.31.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Due to his travel schedule, the evaluation team had not been able to interview Mr. Gasparini during the team's visit to Chimoio. Consequently, a telephone interview was arranged.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	Agrifuturo has attempted to link the farmer organizations with commercial banks for production credit, but with limited success. At the beginning banks appear interested but after they analyze the situation, they never follow up. AF has done lots of work developing business plans. For example, Standard Bank visited a producer group but never finalized any loans. The same thing happened with Barclay's Bank. The only bank that has shown interest is BOM. This bank is very quick to support the farmers.
Community support for Food Security	In Sussendenga, the project teaches women how to use soybean flour.
Facilitating linkages between small farmers and supporting organizations	The AF project, in collaboration with CLUSA works through small farmer associations and seeks to improve the administration of the farmer owned service centers (FOSCs), which are cooperatives. AF provides market linkage and financial linkage, whereas CLUSA helps small farmer clubs. AF's focus is on management and marketing and business planning, along with negotiating with buyers for contracting between production and marketing. With regard to financing, the project linked all the supported organizations with the World Food Program's P4P program, and has also linked the producers to credit. AF has helped to legalize cooperatives, and helped them to become cooperative

	businesses. It has linked the cooperatives with a support organization that is a promoter of cooperative law, the Mozambique Association of Modern Cooperatives (AMCM). It helps the cooperatives to understand which crops to grow. At the beginning of the project, it helped farmers to evaluate maize (which was later cancelled from the program), soya,sesame, groundnuts, and beans. It helped farmers make simplified business plans for production; helped to organize supplies of seed, and to create seed banks. It also helped farmers obtain access to fertilizer. Last season it helped farmers obtain inoculants for treating soybean seed. j
Facilitation and support for ag sector policy reforms	The AF project is not directly involved in policy reforms; instead, it provides indirect support. Some of its policy work includes support to MINAG for the fruit fly problem, fruit exports for mango, the Nacala/Beira port study, and organic certification for global gap exporters. The project has also assisted the SPA to obtain market price information through the ESOKO system that distributes price information through SMS text messages. The SANA project launched this system in Nampula project.
Impact	Soybean production is increasing by 200% every year with project-supported farmers. In Angonia, the project had 12,000 soybean farmers that the project has helped and supported with group marketing. These programs are working. Farmer organizations have warehouses; money in bank accounts and their situation is improving. The legacy of the project will be the Dombe cooperative of small farmers. In that location, 1000 small farmers are producing sesame, maize, and beans. AF provided market linkage with Olam Industries, a sesame company. Olam is working with the producers to produce white sesame seed for overseas markets. The company and the producers are developing a special project to produce white sesame. A second accomplishment is the linkage with the WFP P4P program. This year, for the first time, farmer associations have received loans to purchase maize that they consolidate and sell to the WFP. They still do not know how to correctly use they money. There is strong competition with other buyers in the area. Farmers need additional support to learn how to manage their loans, for quick repayment and means for limiting the accumulation of interest. Another project accomplishment is the support to the ASC, Manica Agropecuario in Gondala. This service provider, owned by Mervyn Collyer is planning to produce a corn-soy blend that will provide a low cost food product and will create a market for small and emerging farmers.
Effectiveness	The AF project will leave a big mark in the soya and sesame value chains. The results of project efforts are very large, and sustainable. The project has supported the creation of ASCs, which have a good impact at the field level. From the point of view of the small farmers, the biggest project impact will be the linkage of small farmer organizations with reliable markets.
Sustainability	Farmer organizations need continued support and management. They need 8-9 years of continued support to see good results; for production and marketing linkages to continue. The biggest problem is management and advice (mentoring).
Coordination, harmonization and synergy with other entities	The AF project works closely with ADIPSA and the Gates Foundation. AF tried to create a platform in Manica with all NGOs but that did not succeed However, it has created a discussion group "Friends of Barue" that meets that meets every 1-2 months to discuss issues of interest. The last meeting was in September to organize the coming production season, and to ensure the availability of seed.

	This group includes AF, IFDC, ADEMI, CEPAGRI, BOM, Mikaya (AGRA), and a small NGO, Enterprise Commercial Agriculture (ECA.). The AF project maintains good relations with CEPAGRI. This is a multi-ministry institution housed at MINAG that promotes agribusiness investments. Project staff meet with CEPAGRI every month to exchange information.
Gender	Gender is always included in project activities. The project tries to encourage women farmers and entrepreneurs. For example, it supports two females: one is an emerging farmer with Phoenix ASC, and the other is a female entrepreneur who produces soya seed in Sussendenga. The project supports the idea of females having increased power and status through greater participation and position in producer organizations. These organizations perform better when females manage their money.
Public-private partnership (PPP)	The AF project links with markets, links with banks (Banco Terra and BOM), links with exporters such as Olam Industries. Any linkage with private companies is a PPP
Project Implementation	At the beginning of the project there was a mis-alignment of AF's role: The project was only for "facilitation", which made implementation quite difficult since there was no hands-on activity. There was no real support for creating ASCs and FOSCs. The project only supported the client's technicians; it did not have project technicians. In the second and third year, AF created its technical field staff and instructed them to stay close to their clients. For the last project year, AF will support the Madal Company in Quelimane to convert from copra production to groundnuts as a result of lethal yellowing disease in its coconut plantations. The project will use a combination of CLUSA technical staff and short-term technical assistance for this work. However, the project will go slow, and not rush into production activity. It will support the seed trials by the South African Groundnut Company and establish demo plots to demonstrate the results. It will be necessary to first determine which seed varieties to use through field testing. Last year, project operations in Tete and Angonia closed. Mr. Gasparini was responsible for this activity. CLUSA's responsibility within the AF project has shifted to other locations. The AF-supported loans for two ASCs – Phoenix Seed and Vinson G&G – failed. The big problem was the late arrival of the tractors and farm equipment that were required for land preparation, after much of the production season had passed. The project should have started small, with production trials. The emerging farmers were poorly prepared. Even with lots of training and meetings, their collaboration with Banco Terra was difficult, with lots of side selling. The emerging farmers did not comply with the instructions in terms of input use, and diverted production loan funds to other uses. Many of the emerging farmers were not good commercial farmers and did not exercise good weed control. Poor agricultural practices with poor rains caused a production disaster. The claim by the emerging farmers that they did not receive a proper settlement after the failure of the program is not true. After the season, 2-3 meetings were held in which they received information. In summary, a) the bank approved the loans, b) the suppliers supplied the inputs, c) the process was rushed too fast after the equipment finally arrived, and d) emerging farmers were forced to participate in the program, even though it was late.

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MEETING NOTES
THIRD PARTIES AND KEY INFORMANTS

Organization: Donor Working Group	Name of person: Various Donor Representatives
Location: Maputo	Date 9.27.2012

Associated Project: None

Information Categories	Responses
Overview	
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	There exists a considerable amount of coordination at a high level between and among donors and government, but this does not unfold at the ground level. Individual projects are driven by their specific results framework, and at the project level there is not nearly as much coordination as there is at a higher level. Somehow, coordination has to take place at the local level, at the provincial and district levels. The question is how to get multiple donors in the same geographical area to work together, with local governments and NGOs. This, however, would require a lot of time and effort, and would also require a commitment of funds to achieve better coordination. Ideally, the "conductor" that leads the donor "orchestra" should be the government. It would be very helpful to attach a grid layout to the CAADP Investment Plan, showing required investments by geographical area. Such mapping is a good idea, since it will determine the type of coordination structure that is needed. This mapping would also provide valuable information into a gap analysis of investments by geographic location. This could be an extremely useful tool. FAO has begun compiling some of this information. For the nutrition initiative, there is national committee to coordinate the National Action Plan. There could be a similar committee to cover the sub-sectors of Forestry, Fishery, and Agriculture. It would be better to structure this type of coordination on a corridor basis (i.e. Beira Corridor) since structures already exist for corridor development. It is felt that attempting to coordinate investment plan activities at the lower, provincial level would not be as effective.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Agrifuturo (AF)	Name of person: Milton Gussule, Madal Company Representative 82 978 3676; Miltongussule@Hotmail.com
Location: Quelimane	Date 10.01.2012

Associated Project: Agrifuturo

Information Categories	Responses
Overview	The Quelimane office of AF was opened in May 2012, in response to the opportunity to work in the Quelimane lowlands with the Madal company to develop an outgrower program for peanuts and sesame, as a result of the company's interest in developing production and marketing operations for these new crops. Madal is a subsidiary company of the Zimbabwean company, Rift Valley. Madal's copra production in Quelimane has been severely damaged by Lethal Yellowing disease and has forced the company to diversify into other oil crops, including peanuts and sesame.
Support to small farmers (SFs)	AF works with small farmers (SFs) to provide technical assistance and to create a favorable business environment. Before AF's arrival in Quelimane, Medal had conducted field trials of sesame and peanuts that will be produced by SFs during the coming production season (beginning in early 2013). AF will support the company outgrower scheme, and ADRA will assist its cooperatives to produce these same crops for Madal. Since its arrival in Quelimane, AF has worked to train ADRA technicians in crop production for these crops; it has helped to organize the company's outgrowers into farmer associations, and will engage in farmer training before the next season begins. The AF project has a grant component to provide transport (motorcycles), fuel and maintenance for Madal's field technicians, as well as farm implements for its outgrowers.
Technology Adoption	
Rural and/or agricultural finance	Madal will provide inputs for crop production to its outgrowers under a credit scheme whereby the advances will be recovered by the company from the amounts owed to the outgrowers for crop purchases.
Community support for Food Security	AF is involved in commercial agriculture, not food security initiatives.
Facilitating linkages between small farmers and supporting organizations	AF is in the process of creating and strengthening two cooperative organizations, each composed of 3,250 SFs that will function as outgrowers to Madal. In Quelimane, the process of creating cooperatives requires a time period of 4 – 6 months.
Facilitation and support for ag sector policy reforms	
Impact	There are no production results yet; only trials. The company has identified the crop varieties that it plans to use.
Effectiveness	
Sustainability	Once the linkages have been established between the company and its outgrowers it will be sustainable, provided that the value chain is profitable for all participants.
Coordination, harmonization and synergy with other entities	
Gender	Women participate in all aspects of production activity with the exception of land clearing and land preparation. It is estimated that women perform 80% of the work that is carried out in agriculture. AF does not have any special programs for females; it only reports the results.
Public-private	

partnership (PPP)	
Project Implementation	The branch office is understaffed for its required tasks. The branch manager had planned to hire three field technicians to support the required field operations, but it now looks as if this will not take place; particularly since the project has only one more year to operate. The Quelimane office staff is composed of a field technician/manager, a M&E specialist, a secretary and a driver. It will be impossible for the single field technician to effectively provide the required technical assistance to the large number of farmer organizations that will be involved in the production program. Another major frustration of the field staff is the inordinate delay in obtaining approval for project activity, such as hiring consultants. The field staff is composed of competent technicians, but they are frustrated by the slow response by headquarters. The AF field staff see its role as mainly forming linkages between other players in the oilseed value chains, with no substantive responsibility for hands-on activity. They feel this is a missed opportunity for project staff to become more involved. In response to problems that may arise in the value chains, they see AF's role as simply being to bring in a consultant or a technician to analyze the problem and make recommendations; not to take hands-on steps to correct the problem. The branch office manager said that AF's mandate does not allow project staff to deal with small farmers; that its orientation is for business entities.

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Organization: Provincial Agricultural Office (DPA)	Name of person: Pascoal de Costa Linda, Provincial Agricultural Director Tel 82 544 6780; Pascoallinda@yahoo.com.br
Location: Quelimane	Date 10.01.2012

Associated Project: PARTI

Information Categories	Responses
Overview	Mr. Lindo works with World Vision (WV), ADRA, IIRI, and JICA. He has no contact with Agrifuturo (AF). He sees the role of the DPA to monitor all the donor programs to make sure they are implemented within the national agricultural policy. Government calls on the projects and they must give a report of their activities. He sees no problem in this regard. The DPA works with IIAM, and is familiar with the IIRI rice research program in Nicoadalia.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	Agricultural policy is to support increased agricultural production and productivity, through ag practices, training, organizational strengthening of farmers' associations, and market assistance. The projects are aligned to support these policy initiatives within a favorable environment.
Impact	He sees the MYAP projects as having a huge impact in Quelimane. For example, WV work with orange flesh sweet potato (OFSP), micro credit, and technology transfer have

	improved household incomes as well as their nutrition. Similarly, WV and ADRA support for technology transfer has resulted in a doubling of the production yields for the supported crops. All these factors work to create "self-employment" (economic activity) in the province. He gives WV an overall score of 9 and ADRA an overall score of 8 (of 10).
Effectiveness	The MYAP project is quite effective under both WV and ADRA implementers. The creation of farmer groups has resulted in joint marketing with higher selling prices since the sales by the community is coordinated. Available storage of food crops has greatly improved the supply of food. With protected storage, there is still available food long after the harvest is over. MYAP's work has raised awareness and "opened our eyes".
Sustainability	The most important point is that even if these projects go, the technology stays. Yes, the work of the projects is sustainable. The presence of MINAG has grown in the province, along with the project. Previously there were 57 agricultural technicians in the province, and now there are 157. Many projects close and GOM has to provide additional support to close the gap but can never completely fill the void. Should MYAP close, there will be a great void, but the technology, infrastructure, and the ideas on "how-to" will remain, especially those for production and agribusiness. GOM needs external support – there will be no development progress without these projects and partners. The technology and practices related to agricultural production, selling, marketing, and storage is vital.
Coordination, harmonization and synergy with other entities	The DPA works with ADRA, WV, Agrifuturo, IIRI (rice), and JICA (rice) in Quelimane.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: DPS - Zambezia

Location: Zambezia

Name of person: Dra Judite Caetano, Provincial Health Director, and Sr. Tabaco

Date 10.02.2012

Associated Project: MYAP (Nutrition)

Information Categories	Responses
Overview	The Nutrtions programs Especially the world vision progams in Zambezia are concentrated in Morrumbala, Maganja da Costa and Mopeia Destricts. The main evaluation indicator is low weight, insufficient children's growth. (0 up to 24months) .
Support to small farmers (SFs)	
Technology Adoption	Low level of adopting the message for the mentality and behavior changing in regarding nutrition and good habits of nutritions.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	

Impact	According to the indicators the impacts reveals low level of behavior and attitudes changing. The desnutritions levels still high comparing to the nation level. (46% for Zambezia 44% as national levels. The impact indicators reveals low level attitude and behavior changing regarding desnutrition.
Effectiveness	The N.G.O (world vision and others) are effective and important because they play good role in Mozambique, the government would not be able to cover all province, they help to enlarge the sanitary service. Although the N.G.O has been working, they are not covering even 10% of the community. As ONGs (Visão Mundial and others)
Sustainability	A national program has been designed to establish the sustainability of the actions of the NGO and has been approved by the government (Action plan to reduce the desnutrition 2011ª2015) the main objet is to focus on women's educations and school educations
Coordination, harmonization and synergy with other entities	They work in coordination and synergy, where world vision do not reach the government cover through own budget or with other partners support as (Unicef, and others) which are involved in heath public support. D.P.S 4 times a year holds a meeting with the N.G.Os to coordinate and plan the activities and programs of the N.G.Os
Gender	The women are the main focus of this program because they take care of the children's.
Public-private partnership (PPP)	
Project Implementation	Although the effort that has been developed by the N.G.Os and the Goverment, the indicators of desnutritions still high, Zambezia have the highest level of desnutritions comparing to the national level.(national level 44% and Zambezia 46%)

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Organization: TNS	Name of person: Anacleto Saint Mart, Field Technician
	Tel 84 909 0296;86 662 7217
	Saintmartmoz@gmail.com
Location: GURUE	Date 10.06.2012

Associated Project: Agrifuturo

Information Categories	Responses
Overview	Mr. Saint Mart recently completed his studies at Earth University in Costa Rica. He has worked as a TNS field supervisor since February 2012. During 2010 he worked for 3 months with Agrifuturo as a community development officer assigned to Matanusca banana operation. TNS and CLUSA jointly manage the Agrifuturo program in in Gurue. The focus of the program is to develop a soybean industry, primarily to use for poultry production. TNS works in three areas: 1) seed production, 2) technology transfer, and 3) agricultural development. CLUSA is involved in the second and third areas; it is not involved in seed production. There is a very big market demand for soybeans in in Mozambique, estimated to be 60,000 tons annually. National production fills only about 50% of the demand. The entire program has around 4,000 farmers organized into groups. This is the work of CLUSA.
Support to small farmers (SFs)	TNS supports small farmer soybean seed production on approximately 100 hectares in the Gurué area. It also supports soybean production through conservation agriculture, which, combined with inoculated seed, has served to increase production yields by 100%,

	from 1 ton/hectare to 2tons/hectare.
Technology Adoption	TNS has approximately 50 demonstration plots for soybean production that demonstrate the effect of agricultural technology. Approximately 2,000 small farmers participate in, and are aware of, the results of the field research carried out through the demonstration plots. During the past season, seed treated with inoculant gave a production response of 40%. Furthermore, the trials demonstrated that late planting of soybeans during a prolonged drought reduced crop by 50 percent, with traditional soybean seed varieties. New, early maturing varieties introduced by TNS suffered considerably lower losses. All farmers who were exposed to these technology innovations plan to adopt the new technology.
Rural and/or agricultural finance	The project provides no financing to small farmers. However, it has linked some of the farm associations to the MINAG District Fund for Development that provides loan funds for land clearing and land preparation for crop planting. The amount of credit for a farmer with approximately a 6-hectare farm is around MZM 50,000 – 70,000.
Community support for Food Security	The project has no community social programs, although CLUSA collaborates with the International Institute for Tropical Agriculture (IITA) on a nutrition program that it carries out with local communities.
Facilitating linkages between small farmers and supporting organizations	TNS has worked to create linkages between small farmers and several large farms in the area, including Rey de Agro, ALIF Quimica, AC Africa Silos, Lozan Farms, Luria Green, Niassa Green, SAN (Cuamba) and MOCOTEX (Mocuba). TNS helps these companies to develop outgrower schemes for soybean production with small farmers as a means to provide livelihood to many of the farmers that have been displaced from land that was assigned to these companies for agricultural production. In some cases, the outgrower schemes are designed to provide livelihoods for the small farmers, which enable the large companies to continue to produce their primary agricultural products such as cotton or agro-forestry. This helps to reduce the possibility of conflicts between the company and the local communities. In other cases, the company is intent on developing a business of soybean production, and uses the displaced farmers as outgrowers to augment its internal production of this crop. For example, Rey de Agro presently has 1,000 hectares in production, and wants to increase to 6,000 hectares. Niassa Green wants to develop 30,000 hectares for agro-forestry.
Facilitation and support for ag sector policy reforms	The senior management of TNS has supported several policy reforms: One of these was to create policies that brought about a reduction in the importation of poultry, which has stimulated a domestic poultry industry. The other was to oppose the duty-free importation of soybean cake, which creates unfair competition with small farmers. The sale of soybeans by small farmers to large farmers or processors requires payment of VAT in the amount of 17% on the value of the sale. Imports of soybean cake are exempt from the tax. Furthermore, Abilon Antunes, the largest chicken and egg producer in Manica has declared that soybeans imported from Argentina are less costly than soybeans produced in Mozambique.
Impact	CLUSA has developed improved on-farm seed storage units. Losses have declined from 75% during the first season the project operated to 25% during the third season (2011-2012). The final project objective is to produce 30,000 tons of soybeans. TNS anticipates a doubling of soybean yields through improved technology.
Effectiveness	
Sustainability	The producers that have been assisted by TNS are enjoying greater incomes, and are using the technology packages that have been provided to them. The linkages between producers and markets are fixed. If the project ends, these relationships will continue. Next steps will be to help develop producer-owned businesses with access to credit and the capability to own and operate farm equipment.
Coordination, harmonization and synergy with other entities	The agricultural schools use TNS demonstration plots as teaching tools for their agricultural students. IITA has a soybean program in Gurué that includes soybean variety trials, seed production, and nutrition. CLUSA collaborates with IITA on soybean nutrition. TNS buys improved seed varieties for its producers from IITA. TNS has spearheaded annual coordination meetings that it co-chairs with the Provincial Director

	of Agriculture to coordinate agricultural development activities in the province. TNS works with the National Seed Director to obtain certification for its seed producers. It works closely with Brazilian companies to obtain supplies of seed inoculants. TNS provides two courses annually to its producers and their technical staff on production systems and phyto-sanitary practices, and before the next production season it will deliver a course in conservation agriculture.
Gender	TNS monitors the participation of females in project activities. TNS also proactively encourages the participation of females. For example, 40% of its demonstration plots are managed by females.
Public-private partnership (PPP)	TNS has engaged in partnerships with several private companies that contribute to its objectives. These include: a) discussions with SEMOC and PANNAR to contract for seed production in Gurué, and b) its work with Brazilian suppliers to provide inoculant for treatment of soybean seed.
Project Implementation	Greater emphasis must be given to training farmers on production costs and returns so they can better understand the profitability of growing different crops.

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Organization: DPA- Nampula	Name of person: Pedro Dzucula (DPA) & Ernesto Pacule (SPER) pdzucula@yahoo.com.br & epacule@yahoo.com.br
Location: Nampula	Date 10.08.2012

Associated Project: MYAP

Information Categories	Responses
Overview	DPA – Provincial Directorate of Agriculture is the government entity who coordinates all the activities from agencies and NGOs in the province. In their point of view the partners are doing well, but still some overlapping activities of some NGOs and they do not take in account the needs of community and their priorities, in many cases no visible legacy is in the ground after the project ends.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	The contribution of NGOs solves the hunger problem in many areas of Nampula, especially the coastline districts, such as Memba, Nacala-a-Velha and others. No hunger notices are coming from there since the projects works there
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	Positive impact of the interventions increase of production and eliminate the hunger in the coastline districts
Effectiveness	
Sustainability	To be more sustainable the activities of NGOs they have to concentrate in few activities with results, for example post-harvest issue, irrigation for agriculture and so on… suitability means to leave in the ground a visible infrastructure and knowledge to be use in the future. Some projects implemented by NGOs are creating more dependency than solving the needs of the community
Coordination, harmonization	All stakeholders quarterly they have meetings to harmonize the plans and

and synergy with other entities	activities in the field, special attention to the nutritional program with Save the Children in the provincial platform of food security under SETSAN coordination based at DPA level. At technical level related to the extension service DPA promote the quarterly meetings named REPETE – Periodical Revision of Technical Extension knowledge – where all the participants presents their findings what they get in the demo plots and research in extension.
Gender	
Public-private partnership (PPP)	Only Agrifuturo is promoting the PPP under the fruit market study and training in agribusiness, including the partnership with UNILURIO to install the lab for aflotoxin analysis
Project Implementation	For the implementation of the programs the NGOs the play a role as advisory of the provincial government for many field activities. WV is supporting the provincial government in food security, helping the farmers to adopt good practices of farming to increase the yields in their plots; TNS is doing a good job to link the private sector with farmers in outgrower schemes and market linkages, especially in soya, sesame and other beans. The value chain studies conducted to support the Matanusca end Green Resources companies was very useful for them to export their products ; CLUSA with his long experience in training the farmers' associations and link the market of agri commodities is a partner with a good performance; Save the Children and AfriCare as both well performed in nutrition interventions, extension services and construction of infrastructure of irrigation for agriculture in the community (AfriCare); AgriFuturo is promoting the private sector under the fruit market study and training in agribusiness helping the emerging SME – small medium enterprises. The critical issue of the NGOs – Projects are: 1. In the start stage of implementation and designing the needs assessment in the community should be undertake to insure the real need, priorities and interventions to carry out; 2. The Government of Mozambique approved the PEDSA that is the agriculture program to be followed, the projects and NGOs should take in account what is the orientation of priorities is in this program – first of all the infrastructure to support the agriculture activities is a priority – especially the irrigation; 3. To avoid the overlapping interventions the organizations (NGOs and Projects) the DPA suggests to finance the activities planned by the DPA or DPS (for example extension service, nutrition, etc…);

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Organization: CEPAGRI - Nampula	Name of person: Ana Jamisse, Director cell 827271234
Location: Nampula	Date 10.08.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	CEPAGRI – Agriculture Promoting Center is a government institution under the MINAG – Ministry of Agriculture, the main role of CEPAGRI is to promote the private sector in agriculture and help the smallholder farmers to be private at medium scale, orientated to the market. Under the priorities of the provincial government CEPAGRI is promoting the following value chains:

	1. Horticulture and fruits (banana, mango) 2. Cassava – linked with the beer industry using the cassava as raw material in Nampula and other tubercles' related such as sweet potato for food security; 3. Soya beans and commodities related (maize) 4. Sesame and peanuts for export and domestic market; 5. Poultry industry; 6. Agro forestry; and 7. Emerging commodities for biodiesel (jatropha and caster bean)
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	CEPAGRI is promoting the loan program for private sector using the public funds; the source of the funds is FDA – Agricultural Development Fund hosted in the MINAG.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	The coordination with the NGOs at provincial government is not at satisfactory level with some of the programs such as AgriFuturo and others, the government entities has to call and ask for their activities from time to time, while they have to send information at regular base. With AgriFuturo in 2010 agreed to install centers of services in the districts "maquicentros" to put the necessary services that will push the agriculture sector closely to the producers (farmers). Only last 05/October/2012 the government was informed that AgriFuturo provide to OLIMOTO in Moma district, Corridor Agro in Ribaue, and other one in Monapo to some company those services, but the provincial government was not informed before. The agreement was to discuss the priorities places to install those services to avoid duplications. TechnoServe and CLUSA are two NGOs that provide regular information and collaboration for many activities. IFDC is also the program that avoids all contacts with the government, no information is provided. The provincial government was informed that a market study was conducted for cassava linked with DADCO who collect and process cassava for the beer industry. The program with the farmer's still unclear due for no involvement of the local structures.
Gender	
Public-private partnership (PPP)	Using public investment the Provincial Government will install and put a tender for private sector as a loan for 5 years payment: 1. Nurseries for fruits (1) and horticultures (1) – to support the program of fruits and horticulture value chain developed by TNS and CEPAGRI; 2. Cooling system for preserving fruits and vegetables; 3. Chicken Abattoir This partnership will improve the possibilities to support the private sector be more profitable, due for financial facilities with lower interest rate
Project Implementation	The projects and programs for the future should discuss with local government (at all level) for implementation of the activities approved in their Head Quarters. All of them should be a must to prioritize a provincial plan and include they

	activities in the provincial matrix.

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Organization: UCODIN - Nampula

Location: Nampula

Name of person: Felicidade A. Muiocha – Chefe do Secretariado Tecnico – email: felicidade@teledata.mz

Date 10.12.2012

Associated Project: All Projects

Information Categories	Responses
Overview	UCODIN – Coordination Unit for the Integrated Development of Nampula, is a local entity at provincial level that facilitates the governor's office with all information necessary for planning activities and economic decisions. The many task received from the Governor's office for the unit is a mobilization of the private investments (national and foreign investment) to use the local resource in partnership with local private sector and communities. The role of the unit is basically to collect and harmonize the information of all stakeholders (including NGOs) and inform the Governor's office for their activities in that sense a Term of Reference was prepared in march-April/2012 and presented to USAID as a tool of coordination, but the Governor's office still waiting for the response.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	UCODIN is working with the commercial banks to facilitate the loans to the farmers. As a new experience will start hopefully next season the program of financing associations and individual farmers in Moma, Mogovolas and Monapo, with a backup of the government.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The impact of the activities undertaken by the implementers is very low (3-4), due for lack of coordination and synergies to implement the activities at district level. Each one works individually a very few NGOs doing some links of their activities. If each one works without the complementary the impact is very low at community level
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	In general the coordination within the NGOs, projects and programs running by the agencies is very weak. The activities of NGOs implementing programs the provincial government is not informed at regularly base. The implementers only ask for permeation for their staff when it is necessary in the Ministry of Foreigner Affairs, as the case of AfriCare recently. The philosophy of many implementers is good to work at ground level. AgriFuturo for example is presenting a view that the government accept, to transform the small farmer to be an entrepreneur , but the weakness is a dealing to implement the activities, as an example of the agribusiness services in the districts "maquicentros" – centers of equipment to support farmers, service providers, only recently was established in Monapo – CorredrAgro, Moma –

	OLINOTO and Ribaue – CorridorAgro.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Provincial Director of Agriculture, Manica	Name of person: Oliveira Amimo, Prov. Dir. Of Agriculture Tel. 82 313 4633; Oamimo@yahoo.com
Location: Chimoio	Date 10.18.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	The evaluation team met with DPA Amimo to learn his impression of the work with the Agrifuturo (AF) project and the research work carried out by PARTI partners in Manica. Mr. Amimo studied in the US at Ohio State University, and was a local hire employee at USAID in the early 1990s before his studies, and returned to work there after he had earned his degree. He saw Elsa Mapilele, USAID project officer recently when she came to Manica on a visit to the province in advance of the recent US Congressional visit. Ms. Mapilele told Mr. Amimo that she was visiting AF projects and he responded "good luck" because he has never been invited to visit the projects. Consequently, Mr. Amimo did not wish to discuss the USAID projects in the province, since he has no opinion about these projects. Instead, he wished to inform the team about programs that are needed in the region; specifically in the Beira Corridor.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	When the government launched its Development Strategic Plan, it received support from Agrifuturo to hold seminars and discussion fora to inform the Strategic Plan. He also knows about Agrifuturo's work in confronting the white fly problem, since he has been visited on different occasions by Carlos Moamba at Agrifuturo.
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	

Project Implementation	Mr. Amimo's comments about the types of donor programs that are required for Manica are described as follows: 1) Manica is in the Beira Corridor, about halfway between the Beira Port and Zimbabwe. Zimbabwe's economy is in shambles, but there is a great need and a great demand for food products produced in Manica. There is a similar demand in Tete province, fueled by the mining boom in that area. Similarly, there is a huge demand in Beira that can be supplied from Manica. Supplying these markets should be the cornerstone of any donor funded programs. 2) A second requirement is to reinforce agriculture production. There is no shortage of land in Manica; plenty of land is available, although some of the land concession grants are mis-used. For example, jathropha was planted in the same locations where small farmers were uprooted, and the jathropha production is producing nothing – not even firewood. Within the context of increased productivity, the country has plenty of water, but no irrigation. The World Bank is supporting a small scale irrigation project in Manica, Barue, and Sussendenga districts. Furthermore, the only fertilizer company in the company is located in Manica. However, small farmers cannot afford to buy fertilizer. Programs are needed, such as subsidies, to encourage the use of fertilizer. Furthermore, the fertilizer that is available is formulated without information on the soil types in the producing regions and may be inadequate for the needs of the farmers. Even if fertilizer is available, there is no information on soil nutrients. There is a need for better formulations of fertilizer. 3) Seed is the third issue. This is very complex. Five years ago there was a big push within MINAG to produce wheat. Farms produced wheat, but there were no buyers, nor production technology, nor wheat seed. Nobody knows seed types, planting dates, fertilizer, etc. Seed is brought from Zimbabwe. The Ministry has the desire to produce wheat, but no means. There is a big need for research.

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Organization: TechnoServe (TNS)	Name of person: Zachary O'Donnell, Agronomist Tel. 82 148 4026; zodonnell@gmail.com; zodonnell@tns.org
Location: Chimoio	Date 10.19.2012

Associated Project: Soy Value Chain Development Project, funded by the Gates Foundation

Information Categories	Responses
Overview	In August 2010 the Gates Foundation launched its Southern Africa Soy Value Chain Development Program to develop a sustainable and profitable soy value chain in Mozambique and Zambia, which will benefit 37,000 smallholder farmers over the next four years. TechnoServe has partnered with other NGOs (CLUSA & AGRA), private companies (Cargill) and different government agencies including the Zambia Agriculture Research Institute to implement the program. In Mozambique, TNS operates in Zambezia, Manica, and Tete. It only works with soybeans.
Support to small farmers (SFs)	The TNS project agronomist in Chimoio provides technical support to different partner organizations such as SIWAMA. This support is normally composed of field visits to the farms of individual members of the cooperative accompanied by the SIWAMA technician. On these visits, the TNS technician identifies problems and gives advice on solutions. TNS provides technical assistance in different locations, including CLUSA outgrowers in Agonia (9,000), Vanduzi Farms, Mossurize organization in Barue, and SIWAMA. CLUSA is also subcontracted under the Gates Foundation.
Technology Adoption	With good agricultural practices, farmers can obtain yields of 800 kilograms per hectare, even without the use of farm inputs. With this production yield, soybean farming is very profitable. With inoculant-treated seed, which costs only US $3.00 per hectare for

	treatment, production yield can increase by 300-400 kilograms per hectare. A similar production response can be obtained from the use of fertilizer, but the cost of fertilizer is on the order of US $200 - $300 per hectare. TNS has established contact with Agrifocus, an input supplier, to import inoculant from Brazil for seed treatment. This product is also available in Zimbabwe, but the quality is poor so it will be imported from Brazil. Under its seed production program, TNS teaches small farmers how to multiply seed, in the classroom as well as in the field. It buys the seed from the producers for project use. In May 2012, TNS bought 40 tons of seed from the SIWAMA organization. IITA has released 8 different soybean seed varieties for different locations in Mozambique. This can be the foundation for a new business in Mozambique.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Most of TNS-supported soybean grain producers are linked to Abilio Atunes, a huge poultry producer in Manica province. This company produces eggs, baby chicks, broilers, and chicken feed. Soybean accounts for approximately 1/3 of the amount of agricultural products in poultry feed. Albilio Atunes produces 300,000 eggs per day, and slaughters 20,000 broilers. The company's demand for soybeans is greater that the production capacity of the entire country – Mozambique produces around 30,000 tons of soybeans annually, and the company requires 50,000 tons, most of which is imported at low cost from Argentina. A kilogram of soybeans delivered to the factory has a cost of around US $.90 (MZM 25.00). Consequently, there is a huge market demand for soybeans in this country. Furthermore, it is a good crop for small farmers. TNS assists farmers' organizations to produce soybean grain and links them with local buyers who supply the Abilio Atunes company. As a means to stimulate soybean grain production, TNS provides a bonus to its client producer organizations such as SIWAMA in an amount of MZM 1.00 for each kilogram of grain that is sold. The producer organization has to provide sales receipts to justify the payment of the bonus. TNS also has a program to support soybean seed production by producer associations that multiply seed for purchase by TechnoServe for its internal use in project operatins. TNS prefers to promote seed production by local farmers, instead of, say, importing the seed from Zimbabwe. Under its seed multiplication program, TNS works with producer groups for three seasons. To stimulate seed production, TNS provides soybean seed for multiplication under a three-year, declining subsidy program – the first year a subsidy amount of 75% of the value of the seed is provided; the second year the subsidy is 50%, and the third year it is 25%. TNS provides subsidized seed to the farmers at the beginning of the season, and then buys the multiplied seed from the same farmers at commercial prices, normally ranging from MZM 25 – MZM 30 per kilogram. This program encourages farmers to engage in soybean seed production, and helps create a commercial seed distribution system. TNS approaches this as a business – if the individual producers do not honor their contract, they have to return the seed that was provided to them, or be eliminated from the program.
Facilitation and support for ag sector policy reforms	
Impact	The seed multiplication program has a huge impact on producer income. A good producer can earn a net income of approximately MZM 9,000 per hectare during a single growing season.
Effectiveness	This program is a highly effective method for stimulating soybean production.
Sustainability	When the TNS project ends in August 2013, farmer associations will be capable of producing sorghum grain for local markets, as well as producing sorghum seed for commercial dealers. These relationships are entire sustainable. Companies such as Moz Seed and Dengo Comercial produce seed under their own label, and are always searching

	for reliable seed suppliers. They presently use producers to multiply seed for maize, rice, and beans, and they can easily do the same thing for soybean seed. They can establish contracts with TNS-supported farmers.
Coordination, harmonization and synergy with other entities	The Gates-funded project has no contact with Agrifuturo.
Gender	
Public-private partnership (PPP)	
Project Implementation	The TNS project ends in August 2013. After a pilot initiative, its first production season was 2010-2011. The project is well-designed and well-conceived. TNS maintains a business sense with regard to project implementation, and does not wish to create dependency on handouts to small producers for agricultural input supplies. Similar practices could be employed to encourage the development of other value chains, such as that for sesame. For example, if a farmer in Manica province produces a ton of sesame seed, there is no buyer. Market linkages are required. The well-known grain buyer, Olam Industries only purchases cotton seed for processing and some rice in central and northern Mozambique.

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MEETING NOTES
AGRIBUSINESSES

Organization: Mozambique Bio-fuel Industries (MBFI)	Name of person: Artie Steencamp, Owner
	Tel. 84 897 1974
	E-mail : mbfimoz@gmail.com
Location: Macuba, Zambezia	Date 11.1.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Steencamp is a large farmer who has a land concession near Macuba. He is investing with foreign partners in a bio-fuels processing plant at the farm, which will be supplied by crop production by his farm, and also from small farmers in the area. He received a bank loan from Banco Terra (BT) in late 2011 that has helped to finance the purchase of farm equipment to grow crops, as well as initial processing equipment required for the bio-fuels plant. MBFI was linked to Banco Terra by Agrifuturo, and has assisted the company in its relationship with the bank. The bio-fuels plant will eventually be composed of five bio-gesters that will transform sweet sorghum into ethanol. The farm has a total area of 2,500 hectares. Mr. Steencamp has signed a MOU agreement with an Indian company, MPPL Investors that will become a partner in the bio-fuels venture. The entire amount of the investment is MZM 152 million, and the amount of the BT loan is MZM 23 million. The week before the team's visit, Mr. Steencamp had been notified that he had been awarded an additional farm area of 10,000 hectares. With the additional production area, the Indian investor MPPL CVC will provide up to US $17 million in investment capital.
Support to small farmers (SFs)	MBFI will develop outgrowers within the company structure. Of the 2,500 hectare farm area, the company will provide 1,000 hectares for small farmer production of sweet sorghum for bio-fuels as well as grain crops. The company and the small farmer association will create a partnership, with each partner owning a 50% share. The company will pay a base price for small farmer production, as well as their share of trading profit, milling profit, and net profit.
Technology Adoption	Mr. Steencamp received an Agrifuturo grant in the amount of $75,000 for a small, portable irrigation system that covers 30 hectares. The irrigation system will cover an area of 120 hectares during the rainy season, and an area of 90 hectares during the dry season.
Rural and/or agricultural finance	Mr. Steencamp had learned of the BT loan program from AF, and contacted the bank in May 2011 for a loan in the amount of MZM 25 million to be used to purchase farm tractors and equipment for crop production, and for factory facilities and equipment for processing grains. However, the loan was provided in only the amount of MZN 23 million, which was insufficient for his needs. No reason was given for the reduced loan amount. Mr. Steencamp had a previous overdraft loan with Barclay's Bank in the amount of MZM 3.5 million, which he paid off when he received loan funds from BT. Of the original loan amount of $25 million; BT eventually disbursed only MZM 19.4 million. The bank deducted the amount of pre-paid interest from the loan funds that it provided. Mr. Steencamp was not aware of the requirement to pre-pay interest before the loan was issued. After the reductions in the loan amount, the interest pre-payment and the payment of the Barclay's loan, Mr. Steencamp had only MZM 13.5 million available. The crop production season in the Manica area begins in early November, and all preparations for crop production must be completed before the end of October. Despite Mr. Steencamp's repeated requests, the bank was unable to disburse the funds until mid-December 2011, which was in the middle of the rainy season. The farm equipment that was purchased with the loan funds did not arrive until February 2012, so the entire season was lost, along with the foregone profits that would have been earned with a timely response from the bank. Crop production during the 2011-2012 season was planned for 1,174 hectares. In April 2012, Mr. Steencamp applied for a supplemental loan in the amount of MZM 12

	million to make up for the funding shortfall in the earlier loan, and to make additional investments required by the outgrower program. Four months later, BT responded negatively to his request. After Mr. Steencamp complained forcefully to BT, Agrifuturo, and Rabu Bank, the GAPI financial partner, BT relented and said that it would approve the new financing package with several additional conditions. The farm had to provide audited financial statememts (at a cost of US $13,000), and to engage the services of a financial manager. The loan term is 48 months, at an interest rate of 18.5%, with equal installments. The entire factory and farm property has been pledged as collateral. The loan can easily be repaid from the sale of ethanol to markets in South Africa. Mr. Steencamp has received no follow-up assistance from BT, with the exception of a telephone call from the bank President apologizing for the delayed credit. Mr. Steencamp is extremely dis-satisfied with the service provided by Banco Terra.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	Mrs. Steencamp is an active partner in the business. The factory will have 125 permanent employees, of which 42 will be females.
Public-private partnership (PPP)	
Project Implementation	Approximately 20% of Mr. Steencamp's present farm area will be used for ethanol production. The remaining area will be used for the production of grain crops by the company, as well as by outgrowers.

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Organization: Agro-Comercial Olinda Fondo

Name of person: Olinda Fondo, Owner
cell: +258-824080684
olindafondo@yahoo.com.br

Location: Mocuba - Zambezia

Date 10.05.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	Olinda Fondo company benefit from the TA of AgriFuturo to design and install the fruits unit in Nocoadala to produce juice of pineapple, mango and citrus She is also a seeds' producer in Mocuba working with 300 farmers in 120 ha in maize and beans (cow pea).
Support to small farmers (SFs)	She works with 300 seeds producers of maize, rice and beans with a contract farm and each farmer has 0.5 ha
Technology Adoption	

Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	Up to this stage she is happy with the TA received from AgriFuturo, but in a initial stage to build a confidence each other
Effectiveness	
Sustainability	Seed business is sustainable due for the linkages with the local farmers and the provincial inspector of seeds at DPA – Provincial Directorate of Agriculture and she had a contract with FAO, GIZ and DPA. To make more profitable she needs a support to install a seed processor, which will reduce the cost per kg.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	From CEPAGRI of the MINAG she received a loan in kind – tractor (MZN 1, 500,000) as subsidy to pay back in 5 years.
Project Implementation	AgriFuturo is providing a TA to Olinda's activities in building the juice factory in Nicoadala and is looking for suitable partner to finance the seeds processor

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Organization: CISTER, Moçambique, Lda	Name: Costantino Six-Pence, Country Director Tel: +258 – 823042009 correiasix@yahoo.com.br
Location: Nampula	Date 10.09.2012

Associated Project: MYAP

Information Categories	Responses
Overview	CISTER is Mozambican company with Portuguese's capital, they started developing their works in Alto Molocue, Rapale and Morrupula, with 250 ha since 2006 working in Mozambique. In 2007 started the project of foment and seed multiplications of beans, groundnuts and maize, by the time they reduced the area of actions because the farmers were not been serious, in terms of returning the seeds back. In Rapale they approach CLUSA to intermediate between CISTER and the farmers but they were not happy because in the end of the season they didn't receive back the seeds.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	

Facilitating linkages between small farmers and supporting organizations	Agrifuturo facilitate the linkages between CISTER to ALIN (cooperative of groundnuts producers based in Cuamba -Niassa) in order to supply groundnuts. The business was done in 01.10.2011 and the cooperative only was able to provide to CISTER 10% of the contract.
Facilitation and support for ag sector policy reforms	
Impact	Impact is good the CISTER is helping the farmers by transforming them from Emergent farmers to Agribusiness. Due for the Tractors bought by partnership between AgriFuturo (70%) and CISTER (30%) the Farmers are beneficiating and they see the increase of the productions and enlarge of the fields to grow more crops and increase the family income
Effectiveness	It is effective, we have requested for certain quantities of groundnuts to ALIN and he responded promptly supplying, it shows effectiveness the linkages in place
Sustainability	It is sustainable; the good relationship build between the company and the farmers through the intermediation of Agrifuturo will continue in the future doing a good business.
Coordination, harmonization and synergy with other entities	ADRA made the effort to organize the farmers to sell pigeon pea and groundnuts to CISTER In 2012 Agrifuturo introduced CISTER to Gani Comercial a local company with long experience in cashew business, this linkage will provide to CISTER get cashew to the international market CISTER applied for the grant to Agrifuturo to buy tractors. The proposal took long time to release the funds, but last 2 months the funds was released in matching grant system 70% from Agrifuturo and 30% from CISTER Ikuro supplied seeds of beans and cister multiplied in alto molocue, they also have relationship of exchange experience(ikuro can get 100kgs of seeds and cister multiply the seeds and give back the 100kgs) Regarding Agrifuturo they build the trust between them, cister believe that working with Agrifurturo they will be many opens doors because agri futuro can approach to others N.GOs and because they receive funder from the same donator its ease to relate with Agri futuro than Cister.
Gender	They priories' the gender issue but in this specific area ot was ease because they great number of producer are women.
Public-private partnership (PPP)	With gapi (bank) they have approach us to give a loan of usd100.000 but we refuse because they do not follow up after the money is released.
Project Implementation	

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Organization: INCAJU	Name Americo Waciquete, National Cashew Research Coordinator, INCAJU Tel 82 406 22230; Waciquete@teledata.mz
Location: Nampula	Date: 10.09.2012

Associated Project: MYAP

Information Categories	Responses
Overview	INCAJU is a government institutions which regulates the activities related to cashew Agrifuturo was conceived to support private initiatives associations' cooperative and to make linkage between Farmers and buyers. They received a grant from USAID through COMPETE a joint research program with MCT and all results was used to support INCAJU as a package to reduce

	diseases and pests in cashew trees and increase the yields per tree.
Support to small farmers (SFs)	
Technology Adoption	Technology adoption is the key of the research program in cashew and farmers are aware to adopt because they see the results.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The impact of the research is measured by the production, the impact is well known in the country. The results of the research conducted they contributed into the all package of IPM and the production per tree grows from 3 kg up to 12 kg Regarding the lab the producers and Exporters will spend less money and time.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	Agrifuturo supported through CLUSA the research program with important components of aflotoxin lab and provides a consultant to install the equipment, training and survey WFP supported with more equipment for the lab and training.
Gender	
Public-private partnership (PPP)	Other partners in the cashew program are GTZ, ICRISAT and AICAJU representing the private sector in cashew. In this forum all the stakeholders discuss and find the solutions regarding the productivity, cashew industry and market.
Project Implementation	Agrifuturo also support with 3,000,000 MZNs to set up the building for the lab which are in UNILURIO university the main reason of this lab is to help the exporters of different grains to reach the international standard of quality.

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Organization: Lurio University (LU)

Name of person: Prof. Jorge Ferrao, Rector

Tel 82 30 29 290;Ljferrao@unilurio.ac.mz

Location: Nampula

Date 10.10.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	The Lurio University of Nampula is the recipient of a US $100,000 grant from Agrifuturo for the construction of a building that will incorporate the university's Food Security Laboratory to serve the needs of the agricultural sector. Construction of the building has already begun, and is expected to be completed within four months. The university already has the complete set of laboratory equipment, which has been set up and is operating in one of the university classrooms. An initial set of equipment was donated in 2008 by CLUSA and IKURU that was valued at US $75,000, and afterwards, the World Food Program donated additional equipment in the amount of US $100,000. The grant

	from Agrifuturo has been pending for the past two years. The University has a need for a large laboratorybbuilding that will cost US $600,000 to construct, but the amount of the AF donation was only US $100,000. Fortunately, last week the University received additional government funding for classroom construction, and Prof. Ferrao will divert some of these funds to complete the construction of the laboratory building. The laboratory has the capability to test water, seed quality, soil, and aflotoxin contamination of cassava, peanuts, and soybeans. The laboratory was originally called the Aflotoxin Laboratory, but its name was later changed to the Food Security Laboratory. Labs of this category must specialize in relatively narrow areas to receive international accreditation. This laboratory is specifically designed for the analysis and detection of micro-toxin contamination.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The laboratory is already having a large impact on exports, even without accreditation. First, the laboratory performs approximately 300 tests per year, which is about three times the number of tests that labs in Maputo will do. As another indication of impact, for example, in 2008 the IKURU producer union had 40 containers of peanuts blocked from exporting because the export products could not be tested. Furthermore, during the seasonal period when there is little crop production and therefore a low demand for testing agricultural products, the laboratory is used as a teaching tool by the university.
Effectiveness	Without the Food Security Laboratory, processors and exporters of agricultural products would have to send their product samples to South Africa for testing and analysis, at a cost of around US $300. At the university laboratory, the cost is only $40. In addition, test results from South Africa require up to three weeks to be available, whereas the turnaround time for the university laboratory is only 72 hours. By analyzing the laboratory results, it will be possible to pin-point areas where there are severe food safety problems so that preventative action can be taken. For example, the region of Namatillo has severe problems with aflotoxin contamination as a result of the storage method employed by the communities there (farmers tend to store cassava on the roof of their house where it can absorb moisture and become contaminated). Based on the information as to where the greatest problems lie, interested parties can devise training and educational programs to resolve the problem in the specific location where it occurs.
Sustainability	The laboratory is unquestionably sustainable. It provides for-fee commercial laboratory testing services that will fully cover its operating costs. The laboratory employees are included in the
Coordination, harmonization and synergy with other entities	Lurio University is planning to “privatize” the laboratory by bringing in an investment company, Control Vet that has operations in Spain and Portugal. It is planned that the company will manage the laboratory, and will become an investment partner with 49% ownership of the laboratory. After the laboratory has been spun-off, the Rector plans to spearhead the construction of a private hospital on University property that will also

	serve as a teaching hospital. As another project, the Rector would like to create a radio broadcasting station at another of the three university campuses, where the population is under-served by radio. It is envisioned that the new radio station would provide community service broadcasts that disseminate information on health, education, environment, and culture. He is hoping that USAID or the US Embassy will enter into a partnership with the university to fund the radio station. Its estimated cost is approximately US $30,000 - $40,000.
Gender	
Public-private partnership (PPP)	
Project Implementation	

Organization: Condor Nuts (CN)	Name of person: Américo Matos, Factory Manager
	Americomatos2004@hotmail.com
	Tel. 82 9249036
Location: Nampula	Date 10.11.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Condor nuts is a large cashew exporter in Maputo. The factory is assisted by the Agrrifuturo Senior Quality Advisor, Rachid Sultana. Mr. Sultana is supporting the factory process of applying for HACCP quality certification, and this certification will be followed by different ISO certificates that are also underway. The factory has been operating since 2008 without the certificates, but the European clients are becoming more demanding, and furthermore, certification is required for US exports. The company wants to obtain a certificate through the offices of the Africa Cashew Alliance (ACA) in Benin, which incorporates both HACCP and ISO certificates. In addition to technical assistance from AF, the company has benefited from technical assistance from ACA. The factory began operating in July 2008 with financing from GAPI. Mr. Matos and the factory owner have made several trips to India, Vietnam, and Sri Lanka to view firsthand the technology and equipment there. He believes that this factory is competitive with any factory in those locations in terms of quality and efficiency. He sees the company's role of simply buying raw cashew nuts in the bush and processing them for export at the factory, without major involvement with cashew suppliers.
Support to small farmers (SFs)	The INCAJU cashew association provides technical assistance as well as planting material to renovate the cashew farms of Mozambique's farmers, including those that are associated with the factory. The company supports some farmers' associations by advancing farm inputs and other items such as fuel for orchard spraying.
Technology Adoption	In addition to the AF-supported certifications, the company is working closely with a European cashew importer, Intersnack Europe, including an agreement to collaborate next year to initiate a program for traceability as required by GLOBALGAP.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting	

organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	The factory process involves the steps that are outlined as follows. The entire process, from start to finish, requires a time period of approximately six days to complete. The factory employs an average of 1200 workers. The capacity of the factory is approximately 17 tons per day, or around 400 tons per month. The factory production yield (the weight of output divided by the weight of input product) is 21%. The factory has stockpiled a sufficient quantity of raw cashew nuts to operate for the next season. The new production season will begin in early November. Processing steps: 1. Calibrating the nuts to ensure they will not be damaged by the machines that shell the nuts. Only small nuts are calibrated for mechanical shelling, since large nuts are shelled by hand. 2. Steam cooking: cashew nuts are cooked by steaming under pressure for 20 minutes, after which time they are dried for 14 hours in preparation for shelling. An alternative means for cooking is an oil bath, which is not used. 3. Mechanical shelling: the shell of small nuts are cut open by a mechanical sheller, and the kernels are then manually scooped from the shell. Larger shells are opened using hand-operated shellers. 4. The next step is drying the shelled nuts, using steam radiators or forced air dryers using heated air. Steam drying is more efficient. 5. Humidification: the shelled nuts are re-humidified using steam for a period of 10 minutes. This facilitates the removal of the skin covering the cashew kernel. The factory does not use knives to remove the skin, for reasons of finished product quality. Peeling with knives damages the product quality. 6. The next step is manual sorting and separating the different product categories by color, quality (in terms of blemishes), and the integrity of the kernel (whole nuts, half kernels, broken, chips, etc.) 7. The final step is packaging the final product in shrink-wrapped plastic covered blocks of 50 lbs for whole nuts, or 25 lbs. for other categories. The finished product is exported, and the rejected pieces are used as cattle feed. The current export price for whole cashew is relatively low – US $3.20 per pound of nuts.

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Organization: Novos Horizontes (Novos)	Name of person: Andrew Cunningham (Coach-treinador) Andrewc@Novoshorizontes.net; Tel. 84 50 56 060
Location: Rapale, Nampula	Date 10.12.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	The evaluation team was provided the contact information for Andrew Cunningham by Randolph Fleming, the Senior Technical Advisor of Agrifuturo. The team learned that this company had been supported by Technoserve (TNS) and not Agrifuturo. Its relationship with TNS began in 2006 and continued through 2009. The company was created byMr. Cunningham and his wife beginning in 2005, when they built the entire operation from nothing. It is now an integrated poultry producing operation including poultry breeding, a hatchery, the production of day-old chicks, poultry feed, a model farm for broiler production, a mixing plant for poultry feed, and a slaughter house.
Support to small farmers (SFs)	Novos has developed the Agrofuturo model for an agribusiness service center that serves the poultry industry. The company supplies day-old chicks to contract farmers who produce broilers and sells the mature chicks back to the company. The operation is entirely sustainable, and profitable for the contract farmers and the company as well.
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	In addition to the creation of a viable agribusiness, the greatest legacy of the TNS support is the creation of the Mozambican Poultry Association, the AMA. This association confronts issues such as the illegal dumping of poultry from Brazil into Mozambique
Effectiveness	Mr. Cunningham sees the TNS support as being highly sustainable.
Sustainability	The entire operation is continuing, profitable, and sustainable.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	The company received an initial grant from TNS to reimburse its initial cost of establishing the outgrower program. TNS reimbursed the company US $500 for each small farmer, for the service of providing small farmer training and a starter kit including day-old chicks for broiler production. After the first production cycle by each new farmer, TNS provided a grant to the company amounting to US $1,000 as seed capital to establish a continuing contractual relationship with the outgrowers. TNS also provided grants of around US $40,000 to install a bio-hazard control system. Now, the outgrower program produces 40,000 birds a week. It has had no support from TNS since 2009-2010. Mr. Cunningham is extremely pleased with the support provided by TNS.
Project Implementation	Mr. Cunningham considers his company to be a poultry producer, and not a producer of agricultural crops for poultry feed. The company buys all its inputs for poultry feed from commercial suppliers such as Corridor Agro that it uses as input for its mixing mill. It is

	reluctant to source its supplies from producer associations, in view of their short-term viewpoint and their inability to live up to their contractual agreements in the face of market price swings that may temporarily increase the market price of the contracted commodities above the longer term contract price. He prefers to deal with larger suppliers such as Corridor Agro that are maintain a longer term view and are more reliable in terms of maintaining contractual agreements. He sees an important role of the Agrifuturo project as helping to instill the business discipline, the maturity, and a longer term viewpoint into the producer associations so they can become reliable suppliers of input products for poultry feed mixers With the recent sharp increases in agricultural commodity prices for maize and soybeans, he foresees substantially increased production from major suppliers such as Brazil in the coming years. This will likely drive the world market prices for these commodities downward, which will also impact the Mozambican market prices. This would likely create price pressure on the producer associations for these commodities. The large international trading company, Cargill, has established an office in Mozambique, and the South African office of Louis Dreifus, another large grain trading company, is presently exploring the possibility of establish a trading operation in Mozambique.

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Organization: Moloque Agro Procesamento (MAP)	Name of person: Edward D'Costa, Director Tel. 82 670 7089; 84 265 0228 Decostaedward1@gmail.com
Location: Alto Moloque, Zambezia	Date 10.12.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	The MAP cashew business is owned by Indian investors, who also own the CETA construction and services company in Mozambique. Mr. D'Costa is an Indian expatriate who manages the factory. The company's relationship with Agrifuturo is through the project's Senior Quality Advisor, Mr. Rachide Sultana. Mr. Sultana is helping the company to obtain international HACCP certification. The factory processes approximately 1200 – 1500 tons of raw cashews annually, producing export product amounting to around 400 tons, or 25 containers per year. Cashew processing is a relatively low-margin business, and Mr. D'Costa is extremely cost conscious. Normally, the factory operates at a margin of around 3%, but approximately once every four years, due to external factors, the margins increase to a range of 25% - 50%. Cashew nuts are graded and sorted into 26 different product grades.The benchmark quality standard for export cashews is WW 320 (white, whole cashew kernels, with 320 kernels per pound). The present selling price for this standard quality is US $3 per pound. The factory has been operating since it opened without a quality certificate. Buyers want the suppliers to have a certificate, but are still willing to buy without the certificate. No factory in Mozambique has yet received a quality certificate. Without the quality certificate, demand for Mozambique cashews will essentially remain stagnant. A factory worker will normally earn approximately MZM 110 per day, based on his or her production output. The factory employees around 300 people. The company provides a noon meal for its employees, and provides a day/care classroom for the small children accompanying working mothers. The company also has a canteen where employees can buy basic food products at the company's cost plus a markup of 5%.
Support to small farmers (SFs)	

Technology Adoption	The company appreciates Agrifuturo's work and understands the importance of gaining HACCP certification. However, it is moving toward compliance "slowly and steadily" and will likely become certified by the end of 2013. Despite the financial benefits from certification resulting from a higher selling price for the end product, and the cost of market stagnation without certification, Mr. D'Costa is carefully analyzing the cost implications of obtaining the certificate, and the cost of compliance. Minor renovation would be required to prepare the factory for compliance. Mr. D'Costa is not interested in pursuing the possibility of certification through the African Cashew Alliance, in view of its higher cost.
Rural and/or agricultural finance	MAP obtains annual funding for cashew purchases from small farmers from BCI Bank. The loan is guaranteed by USAID/DCA. This is an extremely low-cost loan, at an annual interest rate amounting to only 1.8%. It is only available for export financing. MAP has been working with BCI Bank since 2008 without any problem. The company has never obtained financing from Banco Terra or Banco Oportunidade. The company is in the process of developing flavored cashew products for local markets, using second quality nuts that may have cosmetic blemishes. However financing for developing and marketing these local products require local financing, at an interest rate of around 25%.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	The factory uses imported carton boxes for exporting its finished products. Not only are imported boxes less costly than buying carton boxes from Maputo and transporting them to Alto Moloque, but the imported boxes are free from duty charges and VAT taxes since they are for agricultural products. Furthermore, should the company purchase boxes made in Mozambique it would be required to pay the 17% VAT charges on the selling price and then submit an application for reimbursement of VAT charges. Reimbursement is almost impossible to obtain due to administrative difficulties and bureaucracy, and furthermore, subjects the applicant to "inspection" visits and harassment. The cashew products that are sold into local markets require that VAT be paid, whereas it is not paid on export products.
Impact	With HACCP certification, the company would be able to sell its products at a higher price, amounting to approximately US $.22 per kilogram. At the factory's present output, that would translate into additional sales revenue of approximately US $85,000 annually. However, this additional income would be largely offset by some additional cost related to changing the factory's work flow, as well as the cost of compliance due to added costs such as worker's uniforms. The factory has a relatively high turnover, since other companies hire MAP workers away after they have been trained in cashew processing. Mr. D'Costa is concerned about the cost of having to replace the uniforms when the new workers are hired.
Effectiveness	Mr. D'Costa finds Agrifuturo's support for certification to be highly effective. He accepts 75% of AF recommendations without question. He questions the remaining 25% because of the cost involved in complying with the recommendation. He indicates the value and effectiveness of the assistance from AF at 6.5 – 7.0 on a scale from 0 – 10.
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	The company provides child care, classroom facilities and a noon meal for the children of working mothers at the factory.

Public-private partnership (PPP)	
Project Implementation	

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Organization: Lozane Farms (LF)

Name of person: Bashir Lozane, Owner, Lozane Farms

Tel 82 577 771; Lozanefarms@gmail.com

Location: Alto Moloque, Zambezia

Date 10.13.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Lozane Farms has worked for many years as a maize seed multiplier under contract with large seed companies in Mozambique. In 2008 the company received a grant from ADRA that supported its expansion into large-scale seed production . LF has 50 hectares in production, which has previously been used to produce maize seed. During the past season, the farm produced soya in rotation with maize. LF began its relationship with Agrifuturo in 2011, and now serves as an Agribusiness Service Cluster (ASC) for Agrifuturo. Through AF, Lozane Farms obtained improved soybean seed varieties from IITA, and made an arrangement withTechnoServe (TNS) to provide seed multiplication services under the Gates-funded Soy Value Chain project for southern Africa. LF uses the the CLUSA-supported producer association, PROSOYA to produce the soybean seed. Separately, LF has contracted with seven PROSOYA producer associations to produce soya grain under an outgrower program. PROSOYA provides land preparation services for the farmer associations that produce soya seed and grains for Lozane Farms.
Support to small farmers (SFs)	AF assisted Lozane Farms to link with eight producer organizations (seven associations and one cooperative) that form the PROSOYA association to mobilize farmers as soya outgrowers, and to provide technical assistance on how to produce soya. AF provided a motorcycle for the LF technician to facilitate technical assistance (TA), helped to develop the soya program, and paid for a three-month radio program to provide technical information on soy production, as well as to publicize the outgrower program within the local farming community. During the past season (2011-2012) LF contracted with the seven producer associations to produce soya grain, and contracted with the producer cooperative to produce soya seed. LF works as the intermediary between TNS and the producers for seed production, and was provided a 75% subsidy on the value of the seed under the TNS program, which it passed on to the growers. For seed production, LF provided soya seed to the farmers on credit, and afterwards bought the multiplied seed that the farmers had produced. During the 2011-2012 season, the farmers contracted by LF produced 212 tons of soya grain on approximately 250 hectares for the company, but due to lack of financing the company was able to buy only 20 tons of the grain. The remainder of the grain was purchased by LF on behalf of Gani Commercial, who advanced funds to Lozane Farms to complete the remaining purchase commitment. For the coming season, LF plans to increase the amount of seed it provides to the small farmers for soybean planting, from 60 kg per hectare to 80 kg per hectare. The increased planting density will increase the production yields by the small farmers, to an estimated 300 tons of production. The company will also expand the number of outgrowers, by contracting with additional, larger farmers for an additional 50 hectares of soy production. For the coming season, LF will serve as the intermediary between Gani Comercial and the contracted small farmers. Gani does not want to deal directly with

	small farmers; instead, it prefers to work through intermediaries such as LF. It is anticipated that with the continued support of Agrifuturo, the outgrower program will provide up to 2,000 tons of soy grain from the third year forward.
Technology Adoption	
Rural and/or agricultural finance	During the past production season, LF applied for production credit with Standard Bank, as well as with Banco Terra, although without success. According to Mr. Lozane, this attempt to obtain bank financing was simply "a waste of time". After being unable to obtain a bank loan, through AF he made contact with Gani Comercial, which produced the required financing to purchase to small farmer soya that LF had contracted during the past season.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Corridor Agro

Name of person: Sami Saran, General Manager

Tel. 821514187 ; E-mail: sami@corredoragro.com

Location: Nampula

Date 10.12.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Corridor Agro is a Rift Valley Company, and is part of a large group of farming companies based in Harare, Zimbabwe. Its sister companies in Mozambique include Matanuska (banana production and exports from Nampula), Cister (Nampula exporter of grains and pulses), Madal (copra; groundnuts in Quelimane) and agroforestry production (Lichinga, Niassa). Corridor Agro is the newest company in this group. It has agricultural operations in Zimbabwe, Tanzania, and Mozambique, as well as land development businesses throughout Africa. In Mozambique, it produces maize, soya, sesame, pulses, and cassava production that is processed into cassava cake and cassava beer. Corridor Agro produces these crops on its company farms in Nampula, and through a procurement network for maize, soya, and wesame in Nampula, Niassa, and Zambezia.
Support to small	The company likes to use outgrowers for crop production, and wants to expand the

farmers (SFs)	amount of small farmer crop production. It typically goes into an area to start buying crops from small farmers, and at the beginning of the season will provide seed on credit. After the small farmers and the company gain mutual confidence, the company will provide land preparation services, technical assistance, and inputs under a step-by-step process. Presently, the company has 600 hectares of full contract farming and 300 hectares of seed production in three districts of Nampula.
Technology Adoption	Corridor Agro imported seed this year for multiplication and distribution to outgrowers. It works closely with IIAM. On its company farms as well as on smallholder farms it carries out cassava stem multiplication with the support of IFDC for the production improved cassava planting material.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	The Agrifuturo staff in Nampula serve as an independent, "honest broker" between the company and its contracted. Agrifuturo helps the company and the producers to review their plans and to prepare for the next season. It is important for Corridor Agro management to meet and establish good communications with the leaders of the producer organizations that supply its contracted products. So far, with Agrifuturo support, the company has established relationships with 30 associations encompassing 2,800 farmers, along with additional seed farmers. The company maintains a buying post at each of the 30 farmer organizations. From these locations, the products purchased from small farmers is taken to a regional company warehouse for consolidation, and then brought to Nampula or the farm warehouse for storage.
Facilitation and support for ag sector policy reforms	Corridor Agro recently imported grain silo bags as part of its new technology for storing crops under good, safe conditions. These are manufactured by a US company in the Philippines, and a technician from the US company accompanies the silo bags. Corridor Agro imported three bags with a storage capacity of 150 tons, and IKURU imported one bag of 25 ton capacity. The Customs Agency assessed duties on the silo bags even though they are for agricultural use. Agrifuturo will support the company's case with the Customs Authority, and will work with MINAG to change the classification of by Customs.
Impact	Corridor Agro has a fleet of seven tractors, of which three tractors were provided by the Agrifuturo grant. These tractors made it possible to engage 2,800 small producers as contract farmers with Corridor Agro, including 200 sesame producers. The outgrower program made it possible to close last season with 10,000 tons of export products, corresponding to 50 containers. People now realize that Corridor Agro is a serious, growing player in agribusiness in Mozambique.
Effectiveness	Corridor Agro has been provided considerable support by Agrifuturo. This is like having an additional unsalaried employee working with the company: a) Corridor Agro received a grant from Agrifuturo in the form of three tractors for its outgrower program. These were extremely important to the company in the earlier years before the company started making a profit. b) Agrifuturo helps the company to obtain import permits to import seed. c) AF supports the company of policy issues such as exorbitant port charges by taking the case to government and helps to resolve issues of duplicate charges or overcharges. d) The Nampula project office has supported the company in meetings with producers to explain the importance of not side-selling. e) The project supports the company in settling disputes over import duties with the Customs Agency. f) The project has helped the company link with 30 producer associations involving 2,800 producers. g) The company has helped link us to international markets, which may bear fruit in the future. For example, Agrifuturo introduced Corridor Agro to the Tata group in India, and to a Polish importer who wants to buy legume crops. Agrifuturo is a good partner for brainstorming and problem solving. Nothing special has come out of the relationship, but the project and the company have been good friends. It is a good partnership.

Sustainability	
Coordination, harmonization and synergy with other entities	Corridor Agro contracts with IKURU for cleaning white sesame seed. This is important to bring the impurity level down to levels that are acceptable by the market of 0.5%. This is a critical step in the company's plans to export natural, white sesame.This will complement the company's product lines including maize, pigeon peas and mung beans.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Rei do Agro

Name of person: Chish Mawoyo, Manager, Rei do Agro

Tel 84 303 2422;Chish @reidoagro.com

Location: Nampula

Date 10.16.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Rei do Agro is an agribusiness company with private share capital from the USA located in Gurué, Zambezia. It has a similar investment in the Ukraine, amounting to 12,000 hectares. The company has a land concession (DOAT) for 2400 hectares and started operating in Mozambique in early 2010. The farm is overgrown with brush and trees, but almost the entire amount (85%) can be used productively. It began land clearing in September 2010 and by yearend, had planted 55 hectares in soya. Presently, it is farming 800 hectares. Mr. Mawoyo said that the company was named "farmer of the year" in 2010 for its community development, sustainable agriculture, and farming operation. It was the only large farm visited by Mozambique's President during a recent visit to the area. The company produces soybeans at its farm, and this year will try sunflower. Next year it will produce maize as a rotation crop. In the future, it wants to process soybeans into oil and soy cake. The company has 5 managers, 10 technical staff, and around 75 workers. It pays slightly above minimum wage to its workers. It is also considering cattle farming on part of the property.
Support to small farmers (SFs)	As part of its community development (CD) activity, the company has created an "extension" (outgrower) program with 30 farmers on 150 hectares. It is headed by a full-time staff member. It helps to develop and train these farmers into commercial farmers, and markets the farmers' crops to buyers. The company provides seed and agro-chemicals, and next year wants to provide equipment service. During the first year of its outgrower program, only one farmer did not pay back the seed that had been advanced by the company. The company wants to help with marketing the farmers' products to increase their income. Normally, at the end of the production season the farmers are desperate for cash and will sell their products at any price.
Technology Adoption	
Rural and/or agricultural finance	The company obtained a loan from Standard Bank in the amount of US$150K at 23% interest. It had to provide a collateral coverage of around 4:1 for the loan. It will contact Banco Terra for a DCA guaranteed loan after the Standard Bank loan has been repaid.
Community support for Food Security	The company wants to create a separate organization, such as a foundation, that would be provided two tractors, planters, and land preparation equipment to be used on behalf of the small farmers to help with their land preparation. The company has presented its

	ideas to Agrifuturo (Julio Costa and Stefano Gasparini) but has received no response. It is willing to contribute some of its own equipment (double row planters) to the foundation. The estimated cost of the Agrifuturo support would be around $120K.. The company has dug two wells on the farm, and has provided a third well to the local community.
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Fruticentro Association	Name of person: Pascual Adriano Alves de Castro, President Tel. 82 579 5130; Gaspar.av@gmail.com
Location: Chimoio	Date 10.19.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Pascual Alves de Castro is the President of FRUTICENTRO, the Association of Fruit Producers for the Beira Corridor. He is also the proprietor of a medium-sized mango farm, Lucite Empreendimentos, Ltda. It has several members, some which have been supported by Agrifuturo (AF). When the Association was created some six months ago, AF provided support to organize and legalize the organization and comply with the administrative requirements to become a legal entity; to help establish its operating policies, and to provide training, and studies. However, Mr. de Castro complained that AF did not help design the structure and work plans for the association, which are desperately needed. AF has financed several production studies in support of the mango value chain, using the company of one of the association's members as the consulting company for Agrifuturo. Mr. de Castro sees this as a conflict of interest, since he is not aware of the financial arrangement between AF and the consultant; additionally, an

	individual who is paid to organize the association who is himself a member can abuse his position of trust as a consultant. AF continues to support the members to attend conferences and seminars, and demands production and export information for its indicator targets. The Association is open to all fruit producers in Mozambique, regardless of their nationality. Its members produce bananas, mango, lychee, avocado, macadamia, and a general category of small producers. The Association now has a data base containing information on its members, their crop production, their producing area, and their markets. The association bank account has been created, and financial controls are in place. Presently, the individual members are signing the documents required for joint membership. The association will start collecting dues from its members early next year. The association has 33 members, with each member's area in production ranging from 10 – 200 hectares. The association has reached a level of development where it now needs assistance to develop a strategic plan for its activities over the short term, as well as the long term. This should provide a financial plan, with recommendations related to the assessment and collection of dues from its members. With a solid strategy, the association will have a vision for the future. Separately, the individual members need additional support to help each of them to develop business plans and their respective strategy for their business development, in particular for export fruit sales. The limitation on fruit exports to neighboring countries is a severe constraint to fruit production in the Beira Corridor. Other constraints to fruit production in the Beira Corridor are the following a) A processing plant is needed to produce fruit products. 2) Financing is generally not available, and this is a big challenge. 3) Support is needed for on-farm production technology. 4) There is limited electrical power, and roads are in bad condition. 5) There is no support from government, and 6) producers do not have export certificates nor do they know how to get them. Only one company is exporting mangos – the EAM Company in Dombe. This company has GLOBALGAP certificate, applies chemicals to control pests and diseases, and is thereby able to export. However, during the last season, it made only a small amount of mango exports to Dubai and the Middle East. A second company attempted to export 4 tons of mangos through EAM, but this was not possible due to "inadequate production technology". Agrifuturo helped to create the association, but has not continued with the needed support after its initial assistance was completed.
Support to small farmers (SFs)	
Technology Adoption	Seven association members want to jointly develop a mango processing plant for juice and other fruit products.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Agrofuturo has advised Mr. de Castro that its grant for his 16-hectare, on-farm irrigation system has been approved. This will be a complete installation, with labor provided by Mr. de Costa. The value of the irrigation system is around US $50,000.
Facilitation and support for ag sector policy reforms	The fruit fly is a major problem that has resulted in the suspension of fruit from Mozambique to neighboring countries. The government has provided very little support in this area. The solution lies with the members of the association; they need to have a forum to propose solutions.
Impact	
Effectiveness	Mr. de Costa was the recipient of a grant for an irrigation system covering 16 hectares at

	his mango farm. He was considerably frustrated by the bureaucratic delays and procedures at AF to provide the grant. He was harshly critical of the process: "Nothing related to USAID is efficient and effective. The process is too bureaucratic, and business dynamics do not function in the real world. Everything has to go to Washington, DC to be approved".
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	It is planned that each technical area will have a chief technical officer (who is one of the members) to provide technical assistance to the different members in that particular value chain. Agrifuturo has worked through one member, an expatriate from Zimbabwe who has a consulting company, RDI services, to conduct the analyses and to create the association. He is also a member of the association. This could be a conflict of interest. Furthermore, RDI services have been contracted by Agrifuturo to provide a mango specialist. He negotiated a contract and brought a mango specialist from Zimbabwe to provide mango production technology. The association members do not know the financial arrangements between Agrifuturo and this member – for example, is he being paid by Agrifuturo? Some members support other members in bananas and macadamia nut production, who are themselves supported by Agrifuturo.

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Organization: Dengo Comercial

Name of person: Mauricio Anacio Dengo, Owner, Dengo Comercial Tel. 82 512 2098; DCSemente@yahoo.com .br

Location: Chimoio

Date 10.19.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Dengo's career as a seed trader began in 2002, when he was an informal seed distributor for some of the larger seed companies including PANAR and SEMOC and sold their products to small farmers. He is an Agronomist by profession, and began buying basic seed for multiplying by small farmers and then processing and packing for distribution. In 2004 he became a formal company and started working with NGOs and agro-dealers. In 2004, he produced 74 tons of seed, with three company employees (including him). He now has 12 employees, and last year, he produced 800 tons of seed. He plans after two more years to approximately double his present volume, to around 1,500 tons of seed. He does not have his own farm; instead, he works with out-growers. Approximately 80% of the seed he produces is maize seed. The remaining 20% is divided between cowpea, beans, soybeans, sesame, pigeon peas, and vegetable seed. He also sells tools and fertilizer. He wants to be a "one stop shop" for farm supplies. He owns his input supply store in Chimoio, and has three additional input supply shops in rural areas, in locations that are convenient for local farmers. He also supplies other agro-dealers who sell his seed. The agro-dealers were selected and trained with the assistance of

	IFDC. He is in the process of receiving a grant from Agrifuturo in the amount of US $75,000 that will partially fund the construction of a storage warehouse for farm inputs. The building is now under construction and will be completed within the next 3-4 months. The AF grant will be used to construct the roof of his 40 meterX25 meter building. He is extremely grateful for the grant, since he will be able to expand his business more quickly than he had previously anticipated. The new warehouse will resolve a severe problem of storage of input supplies, and will reduce his rental costs. He is also importing seed processing equipment (cleaning, selecting) that cost around US $44,000.
Support to small farmers (SFs)	AF helped Dengo identify growers, and created development poles in Zambezia, Manica, and Vanduzi for the production of hybrid maize. He started multiplying open-pollinated varieties, and now produces hybrid seed for AGRA and CIMMYT. He presently has 123 outgrowers that are largely small farmers. These farmers work as seed multipliers, producing seed on 360 hectares.
Technology Adoption	AGRA and Agrifuturo have provided technical assistance to train Dengo's two technicians in hybrid seed varieties. Mr. Dengo has 20 hectares of hybrid maize that will begin harvesting in November. Next year, the company will begin producing sesame seed, as well as vegetable seed. Agrifuturo helps Dengo to guarantee the quality of the seed that is produced. Their monitoring builds confidence that the seed will be of good quality. By working with farmers with irrigation, Dengo can produce hybrid seed with farmers that have irrigation and that use fertilizer. These producers have been identified by AF, and are located in the development pole. One has a pivot irrigation system covering 60 hectares. Semet will provide Dengo with new hybrid lines, and within three years, Dengo can develop new varieties. Very few companies in Mozambique can do this.
Rural and/or agricultural finance	AGRA is supporting Dengo in the equivalent amount of US $400K for working capital financing and infrastructure through the Africa Seed Investment Fund of Uganda. This includes working capital financing, infrastructure, seed processing equipment at a reasonable interest rate of 7%. This is a five year loan with a one-year grace period. Dengo has tried hard to get bank credit, but it is impossible, given the requirements of the bank for guarantees and its other requirements. When Dengo began producing sesame seed, some of the producers had accounts at Banco Terra, but Dengo has never dealt with Banco Terra. The bank has many different loan products, but the interest rate for longer term development loans is too expensive.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	Agrifuturo helped with Dengo's seed storage and has created "development poles" with tractors and farm implements to provide for-fee equipment services for local communities. The equipment operators sell equipment services to third parties. The Dengo seed production outgrower program has had a huge impact on local communities. Some of the farmers have been working with Dengo since 2004. He can see the economic effect of this business. Farmers are able to send their children to school, purchase tv sets and bicycles, and improve their livelihood. Dengo Comercial, with AF support has helped to diverdify the seed supply and to impart knowledge to producers. The new warehouse will be a big impact, and will improve the supply chain for agricultural inputs, especially seed. AF helps to guarantee seed quality through monitoring
Effectiveness	
Sustainability	Dengo is working to grow to a size that will have a critical mass that insures sustainability. He expects to double in size within the next two years. The company is increasing its

	management and technical capacity, and experience.
Coordination, harmonization and synergy with other entities	
Gender	There are lots of women (more than 50%) involved in seed production. Women work in all aspects of seed production. However, men dominate the marketing aspects, where the money is.
Public-private partnership (PPP)	
Project Implementation	

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Organization: Agropecuario de Manica (AdeM)	Name of person: Mervyn Collyer, Owner, Agropecuario de Manica Tel. 86 226 1606; 82 928 3678; Mervyn.collyer@gmail.com
Location: Gondola	Date 10.23.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Collyer is a South African farmer who has been active in Mozambique since 2006, and has been farming since 2007. He has two farms in the Gondola area – one farm of 852 hectares and the second farm with 460 hectares. Neither farm has access to electricity, nor an irrigation system. He is considering building a weir to dam a seasonal stream to provide irrigation water for a small (20 hectare) low-pressure, flood irrigation scheme at the smaller farm. Once a neighboring South African investment is operating, he will be within 6 kilometers of the nearest electric power line, but the cost of extending the power line for the remaining 6 km to reach his farm will be approximately US $50,000. He feels these investments are entirely necessary, in view of the inherent risk in dryland farming due to erratic rainfall. He is now beginning his second season as an agribusiness service cluster (ASC) with the Agrifuturo project. During his first season (2011-2012) he supported 8 outgrowers with equipment service and working capital financing who all together farmed around 6 hectares that produced maize and soybeans. In view of the low returns and relatively high risk of dryland maize farming, Mr. Collyer is in the process of constructing a processing facility at his farm that will enable him to add value to his maize and soya agricultural products. He plans to make blended, maize-soya pre-cooked instant cereal with added minerals, vitamins, and flavoring to produce a tasty, nutritious food product that will serve the Mozambican market at a cost of only MZM 5.00 per serving. Agrifuturo provided a grant in the amount required for the capital expenditure required to purchase the manufacturing plant. The equipment for the plant is scheduled to be delivered next week. Now that the manufacturing plant is nearing completion, Mr. Collyer's bank (Banco Terra) has expressed an interest in financing the crop production needed to produce the consumer products at the plant. His projected demand for a single-shift operation at the plant is 300 tons of soybeans and 700 tons of maize. He prefers to arrange with small farmers to produce his required grain input, instead of purchasing from large millers. They tend to be arrogant, and will not negotiate their prices for milled grain products. Mr. Collyer has also applied to the Italian NGO, PADR for a grant to install storage silos for 1,250 tons of grain crops as well as cleaning equipment for the stored grain.
Support to small	For the next (2012-2013) production season, Mr. Collyer has made arrangements with

farmers (SFs)	150 potential outgrowers each with a minimum of ¾ hectare who are presently being screened by the Banco Oportunidade de Mozambique (BOM) as possible candidates for outgrower financing. Some of the growers have as much as 10-hectares available for the outgrower production program. The amount of financing provided by BOM to each farmer will range from MZM 4,000 – MZM 10,000. In view of the high cost of mechanized land preparation, he is encouraging small farmers with less than one hectare to do as much land preparation as possible by hand to minimize their cost of production. Maize has an extremely low margin, in particular, if the harvest is sold immediately after the harvest season at a normal low price of only MZM 6.00 per kilogram. Most farmers have to sell at this low price, since they are desperate for cash and will sell their crop immediately after harvest at extremely low prices. For example, it costs small farmers approximately MZM 5,000 to grow a hectare of maize without any amount for land preparation, which costs around MZM 2,000 per hectare. At a cost of MZM 5,000 per hectare, a small farmer must produce at least one ton per hectare for maize that is sold at MZM 6.00 per kilo (or MZM 6,000 per hectare) to make a minimal profit. On the other hand, it costs Mr. Collyer around MZM 20,000 per hectare to grow a maize crop under high-tech conditions, so he has to obtain a yield of at least 4 tons of maize per hectare that is sold at a price of MZM 6.00 per kilogram to recover his production cost and gain a minimal profit. The specific services that AdeM will provide to the outgrowers includes tractor services, land preparation, and seed planting for larger farmers; knapsack sprayers, protective clothing, and equipment for herbicide and pesticide application; support to arrange bulk purchases of farm inputs for lower cost, and a market for the contracted product.
Technology Adoption	
Rural and/or agricultural finance	AdeM has signed a MOU with BOM that defines the respective roles and responsibilities for the two parties with regard to the financing program for small producers. The BOM loan package requires that the producers create a "solidarity" group whereby each member provides mutual guarantees for all the other members in the group, in case of default. BOM is also providing field technicians with GPS-equipped cell phones that can measure the amount of land cropped by each farmer, and also that will identify the respective locations of each technician as a means to ensure the technicians are visiting the farms. It is anticipated that BOM will use its mobile banking van to coordinate the collection of the loans at the end of the season at the point of purchase where the crop is being sold to Mr. Collyer. The financing package provided by BOM is absolutely critical to the success of the outgrower program. Mr. Collyer does not have the financial resources to provide seasonal credit for the number of farmers that are expected to participate in the program. Few banks are willing to lend to small farmers. Approximately three years ago, Mr. Collyer approached Banco Terra(BT) to finance around 12 emerging farmers but the bank refused (this was before the failure of the outgrower schemes with Phoenix Seed and G&G Farms). However, now with the food processing plant nearing capacity, BT has expressed an interest in financing crop production by AdeM.
Community support for Food Security	Mr. Collyer approached the USAID-funded Southern Africa Trade Hub with a proposal to support the export of nutritious food products from the food processing plant to the World Food Program in Malawi. He received a grant for one year to manufacture and export a corn-soy blend (CSB) as a fortified food product for undernourished children and some adults supported by the WFP in Malawi.
Facilitating linkages between small farmers and supporting organizations	The underlying concept of AdeM is to support small-scale subsistence farmers to become commercial farmers that supply a value-added manufacturing plant.
Facilitation and support for ag sector policy reforms	
Impact	Farm trials by Mr. Collyer have shown that farmers within the AdeM outgrower program will obtain yields of double the normal yield of open pollinated maize, whereas those

	using hybrid seed will obtain yields of three times the normal amount. In addition, improved farming practices, soil management, and the application of fertilizer will reverse the process of soil degradation by small farmers, which is prevalent in Mozambique. AdeM will provide shelling service and protected storage for grain products. It will provide premium prices to its outgrowers for their grain products.
Effectiveness	Agrifuturo has provided valuable support to help organize the outgrower scheme, and to participate in the planning meetings and discussions with the producers that are being considered as outgrowers. The support provided by the project has been instrumental in organizing the outgrower program by AdeM. However, Agrifuturo's performance in providing the equipment has been extremely weak. It has taken 2-1/2 years for the project to provide the needed equipment. Mr. Collier lost an entire season (one year) as a result of the bureaucratic delays and slow decision-making by the project. Since AdeM was not able to use the grain crops it contracted last season, it had to sell the grain to the large buyer, Abilion Tunes.
Sustainability	The outgrower program will be sustainable as long as the participants are able to make a reasonable profit. This is the key to sustainability
Coordination, harmonization and synergy with other entities	Mr. Collyer has applied to an Italian NGO to provide grant funding for four – 250 ton silos to ensure the safe storage of grain crops, protected from insect damage and infection. He has also discussed the possibility with AGDEVCO, an NGO from the UK, to support a maize snack food operation that would complement his planned maize-soya blend of pre-prepared food. He is initiating a program to supply the WFP with a corn-soy blend of nutritious food in Malawi.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Phoenix Seeds, Ltd.	Name of person: Kevin Gifford, Owner, Phoenix Seeds, Ltda. Tel. 82 686 7529; Phoenix@tdm.co.mz
Location: Vanduzi	Date 10.22.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Gifford has been in Mozambique for 11 years, and he describes himself as the last tobacco farmer in the country. He was associated with the Cia. Vanduzi when it began operating in Mozambique, but left soon after it began exporting due to differences with the Sainsbury's organization that is the owner. He believes the export company is mis-managed, and has never made money because its overhead costs are too high. He began producing seed for SEMOC, but did not continue with that company due to the skewed structure of risk-versus-returns with that organization. He then started a seed company, and began marketing IITA soybean seed varieties that had been developed by IITA through seed variety trials on his farm. He also obtained improved soybean varieties from ADEPSA, the Danish Aid organization. His is the only company in Mozambique that multiplies certified seed. He also has access to registered seed from the Progene Company in Zimbabwe that he sells in Mozambique on a royalty basis. While he was working with IITA soybean seed, CLUSA approached him to multiply white sesame seed. He produced quantities at high yield that were greater than CLUSA required, so he began multiplying and selling white sesame seed from the CLUSA stock. Phoenix is now in the seed mainstream in Mozambique. The company sells seed including maize, tobacco, soybean, sugar beans, pigeon peas, and green manure. It produces cowpea and pigeon peas through outgrowers. The farm also produces sheep, cattle, barley (for beer) and sun hemp.
Support to small farmers (SFs)	Under its emerging farmer program, the company works with 5 farmers who produce maize and soya seed. Its services include land preparation, planting, and insect and pest control, and threshing (for soybeans). Phoenix does not purchase the grain from the farmers. It assists farmers as a service center on a commercial scale for grain production. The goal is to develop seed suppliers through mechanization services and working capital. It is anticipated that the assisted farmers will eventually contract for seed production with other buyers. The goal of this program is to develop seed suppliers through mechanization (equipment) services and working capital credit for seasonal finance. The concept is private enterprise equipment supply only – if he provides technical assistance it is at his cost. While the commercial incentive for Mr. Gifford was the equipment that was provided by AF, his main concern is to help aspiring Mozambican farmers to engage in commercial agricultural production. When these farmers go talk to the government about policy issues and needed change, it will listen to them, whereas it will not listen to foreigners such as Mr. Gifford. He wants to teach farmers with little commercial farming experience to move forward in a practical way. In addition to the equipment services provided through Mr. Gifford, Agrifuturo has helped the emerging farmers to link to seed buyers, such as Dengo Seed. This provides better sales options for the farmers, and results in higher returns.
Technology Adoption	The emerging farmers are eager to adopt the technology provided by the ASC.
Rural and/or agricultural finance	The lack of rural and agricultural finance is a major constraint. Since Banco Terra is no longer participating in the ASC program with USAID guaranteed loans, no other source of financing is available. An underlying problem is a psychology/culture that in Mozambique, loans do not have to be repaid. This attitude is supported by the lack of an

	effective legal system to collect bad debts. There is no recourse for bad debts. One of the underlying factors in the accumulation of bad debts with Banco Terra (which was not understood by the farmers) was that after the loans were declared in default, the loan interest continued to accumulate until the loan was written off. This greatly increased the amount defaulted. The loan amount should have been frozen at the time when it became overdue.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The capability of the ASC program is for approximately 100 hectares. The tractor and farm implements that were provided through the grant from Agrifuturo is being supplemented by equipment provided by Mr. Gifford. The Agrifuturo-funded equipment has been put into the equipment pool for the farm, which increases the production capacity of the farm in a sufficient amount to function as an agribusiness service cluster (ABC). By following good agricultural practices such as crop rotation, there is a large impact on the yield of different crops. For example, soybean production (which provides soil nitrogen) followed by cotton has resulted in a substantial improvement in cotton yields. Other measures proposed by Mr. Gifford such as planting green manure as a rotation crop is an important element of good soil management and help to reconstitute soil nutrients. These are longer term programs, although results from green manure practices can have an impact after only two seasons.
Effectiveness	The company was provided a grant from Agrifuturo for the purchase of tractors and farm equipment, and with 9 emerging farmers was linked to Banco Terra to obtain production credit from a USAID/DCA loan during the 2010-2011 production credit. Average loan amount per emerging farmer was the equivalent to approximately US $10,000. According to Mr. Gifford, because "a technocrat at USAID went on leave without signing the checks", funding for the grant was delayed and the needed equipment arrived late in the season. Under pressure from Agrifuturo, the company went ahead and planted the maize and soybean crops late in the season, despite the production risk. Unfortunately, due to adverse weather and the late planting, the amount of crops that were produced was low and the emerging farmers could not repay their loans. This setback, along with a similar setback at G&G Farms in Manica (another ASC) resulted in Banco Terra refusing to finance additional loans to emerging farmers. Since that time, the lack of credit has been a major constraint to the program. Mr. Gifford believes that the "total failure" of the ASC at G&G Farms has had a much greater negative impact on loan availability than has the partial failure of the Phoenix ASC. However, he still believes that the concept of ASC service providers is sound,
Sustainability	Mr. Gifford believes that with patience and continued effort, the ASC concept will work. He sees the long term benefits more than offsetting the initial failure. The amount of equipment charges will cover the cost of equipment maintenance, repair, and replacement, so the program to provide equipment service is sustainable.
Coordination, harmonization and synergy with other entities	Mr. Gifford worked closely with the ADEPSA Danish Aid organization to conceptualize the ASC with Agrifuturo. However, ADEPSA has provided no material support.
Gender	
Public-private partnership (PPP)	

Project Implementation	Agrifuturo's role was to provide equipment, and to assist with bank financing. After the equipment was delivered, AF provided no continuing support. At the beginning, AF was pushing for huge numbers, such as 2,000 farmers assisted, which is absolutely impossible. It is better to start with 10-20 farmers. During the 2011-2012 season, Mr. Gifford provided equipment services to five of the farmers that had been involved in the earlier season that failed. However, two emerging farmers did not pay for equipment services, and left the program owing him US $24,000 for land preparation. The delayed delivery of equipment had a major impact on the program. NGOs such as AF and USAID are arrogant and do not listen or respond to the real-world needs in the field. Because the impact may be small at the outset, it should not be discounted. The program can continue to grow.

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Organization: Njerenje Farm (NF)	Name of person: Kota Benade, Owner, Njerenje Farm Tel. 82 747 3630; Kotabenade@gmail.com; zodonnell@tns.org
Location: Gondola	Date 10.22.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Kota Benade and his wife live at the Njerenje Farm located near the Instituto Superior Polytechnico de Manica (ISPM) in Gondola district. Mr. Benade's brother is the headmaster at ISPM and Mr. Benade is a strong supporter of the agricultural students at the Institute. ISPM accepts children of all ages, and it offers a degree which is equivalent to "A" level studies in the UK educational system. Mr. Benade is the recent recipient of a long-delayed $75,000 grant for a tractor and farm equipment to be used to convert his farming operation into an Agribusiness Service Center under the Agrifuturo project. According to Mr. Benade, the entire process of obtaining the grant as well as the equipment has been a nightmare and has taken 3-1/2 years to complete: In early 2009, he was approached by AF to participate in a program to function as a service hub for small and medium farmers, providing equipment service, farmer training, and technical assistance to the farmer clients. He liked the concept and agreed to participate. He began organizing associated farmers who needed farm services and within three days has 19 participants and by the December 2009 planting season he had 90 clients for equipment service and technical assistance. When the AF equipment did not arrive during the 2009-2010 season, he had to borrow and rent equipment and obtain agricultural inputs for these clients. He was not interested in marketing the clients' agricultural products; instead, he referred them to commercial buyers. AF returned after the 2009-2010 season and assured him that the needed equipment would be available for the forthcoming 2010-2011 season. He organized fewer farmers – 60 in total – and waited for the promised equipment to arrive from AF. In a manner similar to the year before, he had to borrow and rent equipment to serve his clients. After the second season, AF approached him once again for the third (2011-2012) season, and he tried once again with only 30 clients. Not only did the equipment not arrive, but he was asked by AF to resubmit his proposal to guarantee that he would not benefit from the donated equipment. After several irate and indignant discussions, Mr. Benade received the promised equipment in October 2012, barely in time for the 2012-2013 production season. For the coming season, he plans to provide agricultural services to advanced students at ISPM who will farm approximately 30 hectares to teach them how to become commercial farmers. He now plans to support approximately 100 hectares of commercial farms with the equipment that he has

	available from AF. Approximately 80% of the area will be farmed by ISPM students. His goal is to prepare emerging commercial farmers as "points of light" in Mozambique's agricultural sector.
Support to small farmers (SFs)	Mr. Benade is a commercial farmer by trade. His main strength is his ability to teach farmers how to become commercial farmers. In recognition of the need for food security, his approach is to show farmers how to produce a crop for food security (i.e. maize) and then produce a commercial, rotational crop to sell (i.e.beans). His approach is to help them farm and to help them obtain credit, and also to link them to reliable markets. His approach with the ISPM students is to teach them how to become seed growers, to produce maize, soybean, and cowpea seed. First, the selling price for seed for these crops is considerably greater than the price for these grain crops. Second, since these are ISPM's top students, they are capable of becoming future seed producers. He plans to link the students to Phoenix Seed Co. and Technoserve as buyers. He will initially support around 30 hectares of production, and will gradually expand to his limit of approximately 100 hectares. After the coming season, Mr. Benade plans to include small- and medium-scale farmers within his client group.
Technology Adoption	The student and other farmers that Mr. Benade has trained readily adopt the technology he provides. They see this as a means for their professional development. He is a strong proponent of conservation agriculture, which he considers as vital for natural resource management, particularly for farmland.
Rural and/or agricultural finance	The lack of agricultural credit is the main reason why Mr. Benade does not plan to organize an outgrower scheme to help farmers produce farm products that he could purchase for resale. He simply does not have the required capital. Instead, he will help the ISPM students to grow agricultural crops commercially on land that belongs to ISPM, and will link them with buyers. For production credit, he has approached ADEVCO and the Beira Agricultural Growth Corridor (BAGC) for support to the students under a joint venture arrangement; and he has arranged for financing from an NGO, KIVA, that provides small loans to agricultural farmers at an annual interest rate of 18%. This is an attractive rate when compared to the annual rate of 20% - 24% charged by commercial banks, and up to 50% charged by micro-finance institutions. Furthermore, the KIVA loan includes crop insurance against drought, which is a considerable added benefit. He has approached the Banco de Oportunidade Mozambique (BOM) but this institution charges an interest rate of 36% even for USAID-guaranteed loans which eats up any profit that a farmer might make. The interest rate is simply too high. The lack of affordable finance is a major constraint to agriculture. As a commercial farmer, Mr. Benade has approached all the major banks including Barclays, Banco Terra, Standard Bank and ABC with loan applications but he has not been able to obtain a commercial loan from any of them. Furthermore, it requires 18 months to get a reply, which is "no". He has begun inviting banks to field visits to show them his producing crops, as a means for educating bankers on agricultural credit. During the previous (2011-2012) production season, Mr. Benade assisted the farming students with borrowed equipment, and ISPM provided the inputs for their small commercial farms. Financing for the coming season will be a straight commercial loan from KIVA, and the students will pay commercial rates for agricultural services.
Community support for Food Security	The cornerstone of Mr. Benade's training program is to produce a basic crop for food security, followed by a rotational crop for income generation. For example, on a 1-hectare plot, he would produce approximately 3 tons of maize, of which one-half would be stored for food security. The remaining one-half would be sold for income. A rotational bean crop would produce approximately 1.5 tons of beans that could be sold for income.
Facilitating linkages between small farmers and supporting organizations	The ASC Njerenje Farm will be an important supporting organization for small farmers once the equipment is in service.

Facilitation and support for ag sector policy reforms	
Impact	Had this effort been handled effectively by AF, the equipment service business could have had a huge impact. Thus far, the impact has been zero. The future impact will be equipment service, training, and technical assistance that will cover approximately 100 hectares of producing farms. Mr. Benade's training and support for student farmers should also have considerable long term impact.
Effectiveness	The effectiveness of Agrifuturo is very low. Without the personal intervention of the project's Senior Technical Advisor, he doubts that the equipment would have ever been delivered. There is no responsibility or accountability for delay. The review of the equipment proposal was made without benefit of any practical experience or real-world concepts.
Sustainability	By supporting student farmers and a few emerging commercial farmers, Mr. Benade sees himself as facilitating future service hubs that will grow and expand their services. The user fees that he plans to charge for the donated equipment will be sufficiently high to cover equipment maintenance and repair and its eventual replacement The planned life for the equipment is 10,000 operating hours. He sees the key to sustainability as being profitable FOSCs and ASCs. If these operations are not profitable, the desired agricultural services will not continue. He sees no real purpose in leasing equipment; the teaching and training aspects of his program are key elements of the service to be provided.
Coordination, harmonization and synergy with other entities	The only organizations other than AF are ADEVCO and BAGC.
Gender	
Public-private partnership (PPP)	
Project Implementation	There should be accountability through the entire paperwork chain. Excessive bureaucracy kills enthusiasm and motivation. There is no excuse for the delays that were experienced with the equipment that was finally provided. USAID should provide more support to the farming side of the value chains. Linkages are fine, but that is not the most important issue. Without suitable production, nothing else matters.

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Organization: Instituto Superior Politecnico de Manica (ISPM)	Name of person: Dr. Rafael dos Santos Massinga, Director Tel. 25 122 327; massinga@ispm.ac.mz
Location: Chimoio	Date 10.23.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	ISPM is a public institution of higher education that provides degrees in agriculture, forestry, wildlife, accounting, and auditing. It was founded in 2005 and started operating in 2006.It offers bachelor-degree courses after high school. It has an "incubation center" that provides practical training for its graduating students that links to the labor market.

	One of its activities is to use farmland that is owned by ISPM to teach graduating students to become commercial farmers, and through practical training, to help the students become professional farmers. The institute had approached Agrifuturo to provide funding for the incubation center, but the project refused in view of the limited experience and training of the student emerging farmers that are involved there. However, ISPM is supported by a neighboring farmer, Mr. Kota Benade, who was awarded an Agrifuturo grant for equipment purchase and thereby create an agribusiness service cluster (ABC) for emerging farmers. This ABC will provide equipment services, training, technical assistance and market linkages to ISPM students who participate in the incubation center. ISPM also request Agrifuturo project funding to purchase equipment and materials to establish a soils laboratory at the laboratory. There is no similar laboratory in the area, and there is a great need for soils analysis to help farmers obtain the information they require to apply the appropriate amounts and formulations for fertilizer used by different crops. Agrifuturo has approved the request to provide grant funding for the soils laboratory.
Support to small farmers (SFs)	The soils laboratory will analyze soil types and soil nutrients for small farmers, and will provide them the information that is needed to make informed decisions about the fertilizer they apply to their crops. For the farmer training program, last season (2011-2012) the student farmers produced maize and soybeans. The soybean seed was provided by TechnoServe (TNS), and this NGO purchased the seed crop from the students. The maize crop had very low production. For the coming season (2012-2013) ISPM is planning to sponsor 4 students who will farm 11 hectares. TNS will not provide seed for the coming season, so the students will be required to look for another buyer of seed. IIAM will request that IITA provide the soybean seed, and will try to get maize seed from IIAM.
Technology Adoption	If small farmers take the effort to obtain soil samples and pay the cost of the laboratory procedure, it is highly likely that they will apply the results of the analysis.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The Institute has not yet received the laboratory equipment, so there has been no impact. Once the laboratory is operating, it is expected to have a highly positive impact on agriculture in Manica Province.
Effectiveness	ISPM began discussing the possible soil laboratory with Agrifuturo in 2010, more than two years ago. The process has been arduous. The equipment purchase was approved by Agrifuturo earlier this year, in 2012. However, the equipment purchase was tendered and three price quotations were received. The equipment and training package that was offered by the Intertec Company of South Africa that was initially selected as the winning bid was approximately US $20,000 more costly than the lowest price quotation, so negotiations are now in process to make the final selection of the supplier. Once the equipment purchase has been finally approved, the supplier will have to purchase the equipment from overseas, so additional delays are likely. Dr. Massinga said that “it is a matter of being patient”. He also mentioned that, based on the number of visitors he has received that are related to the laboratory, he believes the administrative costs by the donor associated with the laboratory is probably equal to the cost of the laboratory. In terms of the overall effectiveness of Agrifuturo, he rates the project at 5 points on a scale of 1-10 (with 10 as the highest rating).

Sustainability	Once the soils lab is operating, user fees will cover its operating costs and ensure its sustainability.
Coordination, harmonization and synergy with other entities	The USDA Food for Peace program is providing support to ISPM through Land O'Lakes and Tellers International, an international NGO, for livestock production and training at ISPM's incubation center. These groups have provided land, a building, and a workshop to ISPM for livestock production. The Institute has several grants from a number of international organizations, including the Alliance for a Green Revolution in Africa (AGRA), the Mozambique Natural Resources Fund, the FDI Capacity Building Grant from the Ministry of Education. ISPM was also the recipient of a Kellog Institute grant for personnel development that ended about a year ago.
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: Sementes Nzara Yapera (SNY)	Name of person: Peter Waziweyi, Owner Tel. 82 571 6399; Pwaziweyi@gmail.com; Elizabeth Sikoya, Administrator Tel. 82 505 0413; Elizabeth.sikoya@gmail.com
Location: Barue	Date 10.24.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Peter Waziweyi established Sementes Nzara Yapera (SNY) in 2009 and the company began operating in 2010. It is a seed company that produces maize, soy, and sesame seed from outgrower production. The company has been approved to receive a grant from Agrifuturo in the amount of US $100K that includes a farm tractor, planters, warehouse construction, and seed processing and cleaning equipment. With this grant, SNY is becoming established as an agribusiness support cluster (ASC). The farm equipment has arrived, and is now in operation. The seed processing and cleaning equipment has been ordered. The seed warehouse has been tendered and the winning bid selected. Unfortunately, delays in cash transfers from the Agrifuturo home office in the USA for contractor construction advances extended beyond the expiration date of the price quote for the warehouse, and the original price quote expired after three months. Tontractor's latest price quote is substantially higher than the price quote that he provided originally. This has caused a setback for warehouse construction.
Support to small farmers (SFs)	SNY provides its outgrowers with production inputs and equipment. These farmers are not the same as the company's seed suppliers. He presently provides equipment services for 10 different emerging farmers (EFs), with each farmer producing a maximum of 10 hectares of crops. In addition to equipment services, SNY provides farm inputs and links these emerging farmers to markets for their products. He is also installing farm plots that demonstrate the effects of equipment service and farm inputs on crop production He has identified a total of 78 farmers located within five different clusters for which to provide equipment services within an operating radius of 30 kilometers from his business location. SNV plans to assist its emerging farmers to become affiliated with the UDAC Union of

	producer cooperatives for institutional support.
Technology Adoption	SNY works closely with IIAM and the CGIAR institutes operating in Mozambique as a source of seed production technology. One of his activities is to practice variety maintenance for different well-known seed varieties that are used in Mozambique, including Matubo, Sangana, and Sosana. SNY is obtaining foundation seed from IIAM, and will re-multiply these and sell them to other seed companies. The ten emerging farmers will be supported by equipment service and inputs. Technical assistance is provided by SNY, with the support of Agrifuturo.
Rural and/or agricultural finance	SNY has held meetings with Banco Terra in an attempt to obtain production credit for the emerging farmers who will be supported through equipment service. However, the bank refused to finance this credit.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	There will be a favorable political impact in the district from the Agrifuturo grant, since the equipment supports government's plans for food security. The economic impact will be to propel agricultural activities and seed production. The warehouse and seed processing plant will enable SNY to clean and process seed for commercial sale, with the waste and rejected seed processed into cattle feed. The support provided to SNY for seed and grain sales by its group of emerging farmers will have a positive impact on local economic activity. If SNY achieves its goal of merging this group of farmers with the UDAC Union of cooperatives, then the farmers will obtain institutional support.
Effectiveness	In addition to the Agrifuturo grant, the main services the Agrifuturo project has provided to SNY are linkages and networking, which has helped SNY to become recognized as a reliable, established company. For example, it linked SNY to John Deere and Track Auto services and equipment maintenance. Agrifuturo has also provided a considerable amount of business training to Mr. Waziweyi and his staff in financial planning and business management. It has supported his relationships with his equipment service partners. SNV sees Agrifuturo as an extremely effective organization in terms of its field activities. However, its administrative activities, particularly in terms of administering the grant it provided to SNY have been entirely inadequate. The Agrifuturo grant for the warehouse amounts to approximately US $41,000. A civil works contractor won the tender to construct the warehouse and signed a contract with Agrifuturo. Under the agreement, Agrifuturo was required to deposit funds into the construction account so that the contractor could begin his work. The required deposit was delayed for a considerable period of time, waiting for the Agrifuturo home office to liberate the funds. As a result of the delay, the time frame for the validity of the contractor's bid expired. The contractor has now submitted new a new price schedule for construction that is considerably more expensive than the contractor's original bid. For example, the contractor's quote for warehouse construction that he provided on May 28, 2012 was for a total amount of MZM 1.1 million. After the original bid expired, the contractor submitted a new price quote for warehouse construction on October 24, 2012, in the amount of MZM 1.52 million, corresponding to a 50% cost increase. This is a severe setback for warehouse construction, since price negotiations must be re-initiated and the construction project may have to be re-bid. In view of this setback, Mr. Wazeweyi rated the Agrifuturo project at a level of 6, on a scale of 1 of 10 (10 highest). He is extremely disappointed
Sustainability	The ASC, seed plant, and warehouse will be managed as a fully commercial, business operation. As long as it is profitable, it will be sustainable.

Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	

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Organization: DanMoz Ltda (DanMoz)	Name of person: Henrik Ellert, Director Tel. 82 692 4303; henrik.ellert@gmail.com
Location: Chimoio	Date 10.25.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	DanMoz was previously known as Everetz Company. In early October 2012 the company reorganized and the other partners bought Mr. Everetz' holdings, so he is no longer associated with the company. At that time it changed its name to DanMoz. Mr. Ellert is the Chairman of the holding company that is owned by the company's investors, and is serving as interim General Manager (GM). The company has hired a new GM who is in the process of assuming his duties. DanMoz is owned by two large institutional investors: Danish IFU (www.ifu.dk) and CSR Capital, an investment fund for social investments, along with three private Danish investors, one whom is Mr. Ellert. The amount invested is US $2.4 million. The company has two main objectives: an adequate financial return for the investors, and a high social return on investment. Consequently, the company is focused on outgrower programs involving small farmers, and acting as a responsible corporate citizen within the local communities where it operates. It plans to develop an outgrower program for milk production with the support of a United States Department of Agriculture (USDA) Food for Peace (FFP) program that is being implemented by Land O'Lakes International and Tellers International, an international NGO. The company plans to make milk products, including yogurt, specialty cheeses, and ice cream with different fruit flavors. Before its reorganization, the company had operated for 12 years as a cottage-industry dairy operation that was supplied by dairy cattle owned by the company, with a limited line of dairy products, including plain yoghurt. With the reorganization, the company shareholders have made new investments and Mr. Ellert has been brought in to turn the company around. The linkage with Agrifuturo began during Mr. Everetz' tenure. AF has approved a grant to DanMoz for maize and soybean processing equipment in the amount of US $84,000. This amount includes a maize mill (US $58,000), a soya extruder (US $10,000) and a building to house the equipment (US $16,000). This equipment will be used to process maize and soy crops owned by small farmers that they will sell on the local market, and will also provide maize and soy residue to supply the company's requirements for animal feed. However, there is a considerable difference between the amount of the investment required and the amount of the grant that will require investments by the company. These additional costs include site development, electrical installation, supplemental investment for the building, import duties and VAT for imported equipment, and startup operating costs. The shortfall in the amount of the grant that must be covered by the

	company is US $150,000, which to company plans to finance through a capital investment loan from GAPI. This will be a term loan of 3-4 years, with an interest rate of around 20% - 23%. Mr. Ellert hopes that GAPI will accept a second mortgage on the company's assets as loan collateral. The assets are already pledged to the investors for loans they have provided.
Support to small farmers (SFs)	In addition to its outgrower program for dairy producers, DanMoz plans to provide technical assistance to small-scale producers of maize and soya who will use the services of the maize mill and the soya extruder, and thereby supply the company's requirements for animal feed inputs. The technical assistance will be in the form of demonstration plots using appropriate technology such as conservation agriculture to increase the production yield of small farmers. Training and information will be provided through field days and visits by outlying farmers. Through these practices, DanMoz anticipates that small farmer yields can double. The company has identified 40 to 50 small farmers that could immediately provide 40 tons of product.
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	The company plans to assist its suppliers of soya and maize products to produce rotation crops that will extend the production season. It is considering tubers, potatoes, legumes, cucurbits, and to develop a support program for milking goats for the production of goat cheese.
Facilitating linkages between small farmers and supporting organizations	The small-scale milk producers are linked with DanMoz, as well as the USDA – FFP program that is implemented by Land O'Lakes and Teller International. The company has also organized a livestock industry support group composed of MINAG/Veterinary Service, NGOs, local governments, producers, and concerned community leaders that may eventually evolve to become a livestock association.
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	DanMoz does not yet have the equipment and building provided under the grant, and therefore it has insufficient experience to assess the effectiveness of the Agrifuturo project. The company anticipates having the equipment in operation by the next production season.
Sustainability	The company plans to operate for at least five years, when its investment loans will be repaid. Its core dairy business is entirely sustainable. It is planning to expand its markets throughout the Beira Agricultural Growth Corridor. In addition to Chimoio, it wants to expand into Beira City, Manica, and Dondo. It plans to sell its dairy products mostly through street vendors that use insulated containers with ice cream, yogurt, and cheese products that they sell. It is anticipated that the support services will be self-financing, and therefore sustainable.
Coordination, harmonization and synergy with other entities	DanMoz works closely with the GOM veterinary officers, particularly for testing its cattle for bovine tuberculosis, which is rampant in the Chimoio area (prior to its reorganization the company had to slaughter around 200 dairy animals – 80% of its herd - that tested positively for bovine tuberculosis). It also works closely with Land O'Lakes and Tellers International to organize its dairy outgrower program for milk production, and to begin rebuilding its herd.
Gender	
Public-private partnership (PPP)	
Project Implementation	Agrifuturo should provide grants that relate to specific components of company operations, instead of say, providing partial financing for a building. Furthermore, Agrifuturo should import the equipment under its duty-free concession from government and provide it to the grantee, instead of structuring an arrangement that requires the

	grantee to pay duties and VAT on the imported equipment. The equipment provided by Agrifuturo is not included in the company's CPI investment proposal for duty-free imports under the concession that DanMoz obtained when it invested in Mozambique, so the company will likely have to pay duties and VAT on all the imported items. Furthermore, since ownership of the equipment will remain with AF for an extended period, it cannot be used as loan collateral. It seems that the program could be structured more intelligently.

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Organization: Gan-El Foods, Dombe	Name of person: Joc Smit, Owner, Gan-El Foods Tel. 84 320 0660; Ganelmoz@gmail.com
Location: Dombe	Date 10.26.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Joc Smit is a South African farmer in Mozambique who is in the process of taking over a 4,000 hectare farm near Dombe. The property transfer will be complete in January 2013. The property includes a 70-hectare mango farm complete with drip irrigation that is in full production. It has a packing house and a small packing line for processing mangos. The farm also has a beef cattle operation, and water buffalo. Mr. Smit has nearly one-hectare of MD-2 mango plants, and approximately a one-hectare seedbed for bananas. He plans to sell pineapple suckers as planting material, and to develop a commercial banana farm to serve local markets. Sales of pineapple suckers and banana fruit will help the cash flow of the farm. During the 2011-2012 season, the company exported 430 tons of mangos, which included two containers to Singapore (80 tons); two containers to the Middle East (80 tons), and 350 tons of fruit under quarantine to South Africa for the production of fruit salad in that country. Local sales amounted to 380 tons. Total production was 820 tons, compared to earlier estimates of 1,300 tons available for export. Irrigation problems caused the shortfall. Sales of fresh mangos to South Africa are blocked by the South Africa government due to the incidence of fruit fly in Mozambique. Consequently, Mr. Smit exports fruit to that country for processing into fruit salad, instead of exporting fruit for fresh markets. In view of the short producing season for mango (three months per year), Mr. Smit is looking to diversify into a range of processed products including dried fruit and vegetables, including dried mango, and other mango products such as mango food condiments. He sees fruit and vegetable processing as the key to his company's survival. In 2010 Mr. Smit was approached by Agrifuturo with an offer to provide grant funding for a mango packing line. Based on the anticipated grant, Mr. Smit hired a technician to design the facility and received an offer from a supplier for the packing line. Under the understanding that the grant had been approved by Agrifuturo in Mozambique, Mr. Smit ordered the packing line. The grant was later rejected, because the packing line ordered by Mr. Smit showed a purchase date before the date the grant was actually approved. Based on this finding, the grant for the packing line was not approved by the Agrifuturo office in Washington, DC. As a result, he had to obtain credit to purchase the packing line.
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or	

agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	Exports of fresh fruit by Gan-El Foods as well as other fruit producers in Mozambique are denied entry into South Africa and certain other SADC countries as a result of the fruit fly infestation in Mozambique. Particular damaging to exporters in Mozambique is South Africa's refusal to permit fresh bananas to enter that country, in an attempt to protect South Africa from the fruit fly that is prevalent in Mozambique. However, observers claim that the fruit fly has also spread to South Africa and the ban may eventually be lifted. Mr. Smit said that if he could export fresh mangos to South Africa his revenue would be around 20 rand per kg, whereas selling his mangos for fruit salad only returns 5 rand per kg. Gan-El is collaborating with Agrifuturo and the Ministry of agriculture to trap fruit flies at his farm, as part of MINAG's fruit fly monitoring program. However, he said that the results may not be entirely correct because the Ministry supplies of the chemical that attracts the fruit flies to the trap for monitoring sometimes becomes depleted. Mr. Smit replaces the chemical at his farm, but he is not sure if other farmers do likewise. He is happy to collaborate with this important effort.
Impact	
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	Mr. Smit is somewhat annoyed because the AF M&E staff visits him once a month with a lengthy form to complete for the project's performance indicators, including mango production, exports, shipments, values, number of workers, number of females, etc. When he asks why his production data are being monitored, he is told that it is because "we are monitoring your farm for fruit flies". This is quite time consuming. Mr. Smit is also frustrated by the number of NGO visits he receives, which he considers a waste of time – he plans to put an entrance gate at the farm to keep them away.

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Organization: Vinson G&G Farms (G&G), Manica	Name of person: Graham Taylor, Owner, Tel. 82 541 6385; Cgmtaylor57@yahoo.com
Location: Manica	Date 10.27.2012

Associated Project: Agrifuturo (AF)

Information Categories	Responses
Overview	Mr. Graham Taylor is a farmer who originally lived in Zimbabwe but established a farming operation in Mozambique in 2007. His company, Vinson G&G Farms obtained a grant from Agrifuturo in 2010 in the amount of US $75,000 to purchase four tractors that

	would provide the core equipment (along with plows, harrows, and other equipment that he already owned), to serve as an ASC equipment service provider for the Agrifuturo project. His current company is Kurima Ne Povo Cubatsirana (KPC), which is a provider of extension services for small farmers under contract with different donor agencies (including USAID support to a buffer zone at the Gorongosa park). Mr. Taylor provided the following information on the problems related to the equipment grant and the associated USAID/ DCA loan guarantees for emerging farmers (EFs) from Banco Terra in 2010. The EFs were served by the G&G ASC, who worked on behalf of Agrifuturo: The emerging farmer program "got off on the wrong foot". G&G initially worked with the AF technician Francisco Junior who was out of his depth as a manager for the program, who was later replaced by Stefano Gasparini as the AF/CLUSA technical representative in Manica Province. The equipment grant was approved in May 2010 but the equipment arrived very late during the subsequent planting season. Funds were available for the purchase of the equipment on October 15, 2010. However, because the AF Chief of Party went on leave for six weeks in late October 2010 and there was no one available to sign the checks to pay the local suppliers for the equipment that was being purchased, so the equipment delivery was delayed by a critical six weeks. The AF-supported program was planned to provide ASC services to twelve EFs for a total of 450 hectares of different crops including maize and soybean seed; soybean grain crops, and sesame as a cash crop. The normal planting date for these crops is from November 15 - 30, shortly after the year-end rains begin. However, as of December 15, 2010, no farm work had been done, and no inputs had been provided. The planting date for the soybean crop was January 10, 2011, which is three weeks after the latest recommended planting date for that crop. The late planting was followed by a severe drought, in which no rains fell in the area for a period of six weeks during the critical production season. As a result of these problems, G&G reduced the crop program from 450 hectares to only 147 hectares, to provide at least a few hectares for the twelve different farmers. Simultaneously with the farming operation, AF arranged with Banco Terra for in-kind crop financing for the different producers, in an amount that corresponded to the planned 450 hectares of production. Under this arrangement, AF and G&G purchased inputs from local input suppliers on behalf of the twelve producers that was held in inventory pending application by G&G on the twelve emerging producer farms. The bank provided crop financing for the entire amount of 450 hectares, even though the actual requirement for loan funds was considerably reduced in light of the subsequent reduction to only 147 hectares in production. The result was that the twelve EFs were legally responsible for massive loans from Banco Terra for input supplies over which they had no control. The final disposition of the input supplies between Agrifuturo, G&G, and the EFs has never been reconciled, and remained as a debt to the bank. In addition to the reduced amount of producing hectares and the reduced yield due to late planting and reduced rainfall, the loan repayment to Banco Terra was further reduced because 98% of the crop production was diverted from loan payments due to "side selling" by the producers. The end result was that of MZM 3.5 million loan exposure by Banco Terra, only MZM 150,000 was repaid to the bank. Thus, the entire campaign was a disaster, and a complete failure. However, from the point of view of Banco Terra, the loan was fully guaranteed by different entities including USAID/DCA, Rabobank, and ADEPSA.
Support to small farmers (SFs)	For the second (2011 – 2012) season, G&G retrenched from the initially planned 450 hectares with EFs to 110 hectares of small farmer crops with minimal tillage. This was an entirely different production system with an entirely different group of farmers. G&G financed this program, by providing equipment services to small farmers in exchange for a payment of 30 liters of fuel for his tractors, for each hectare tilled by the hired tractor. He did this in an attempt to salvage the ASC equipment service program, and to support small farmers as outgrowers. He fervently believes that support to small farmers as outgrowers is a requirement for agriculture development in Mozambique. For the next (2012 – 2013) program, G&G plans to support 1200 farm families under

	similar arrangements as the previous year by providing them with minimal tillage, seed and a limited amount of fertilizer. This is a similar program that G&G carries out with the USAID/Gorongosa park buffer zone project, as well as the company's contract with the Gates Foundation to support small soya producers. Two of the twelve original emerging farmers are included within the group of 1200 farmers the company will support during the next production season. G&G sees its future role as a service company for small farmers, first as an input supplier, and second, to provide services such as transport of their agricultural products.
Technology Adoption	
Rural and/or agricultural finance	With the near-total writeoff of crop financing by Banco Terra under the Agrifuturo-sponsored group of emerging farmers, the bank is no longer financing crop production by small- and medium-scale farmers. Its focus for agricultural loans is now limited to large, commercial agricultural enterprises, including agro-processors.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The ASC had no impact on the emerging farmer program, since it completely failed.
Effectiveness	
Sustainability	
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	G&G believes the following lessons have been learned from the emerging farmer experience. 1) The risks associated with the commercial non-irrigated, dryland grain farming are simply too great for commercial success. Irrigation is required for commercial agriculture. Furthermore, with the high cost of equipment service and inputs, it is extremely difficult to be a profitable grain farmer. 2) The AF emerging farmer program was "ahead of its time". There are presently no successful emerging grain farmers in Manica province. Those who are most successful are producing macadamia nuts under irrigation. Some 15 years ago, John Deere had a program to support privately-operated equipment service providers, but this failed due to inadequate maintenance and repair. 3) There was no "due diligence" conducted to determine the reliability of the twelve emerging farmers. Two of those selected were heavily involved in mining, with limited farming experience.

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MEETING NOTES
SMALL FARMER ORGANIZATIONS

Organization: União Ohomalia de Munhamade	Name of person: Eugénio dos Santos – President Maria Fernando Sabonete – Vice-President Pedro Damião – Advisor of the Union Gaspar Moisés – Warehouse Responsable Rondinho Safrão - Tresourer
Location: Zambezia	Date 10.05.2012

Associated Project: MYAP -ADRA

Information Categories	Responses
Overview	ADRA support the previous organization from World Vision in the community to organize the Union in 2009. Membership of the union 11 associations totalizing 306 members which 145Men and 161women. The main business of the union is purchase the commodities' members (maize, pigeon pea and beans to sell in the market with better price.
Support to small farmers (SFs)	Ohomalia union purchase the crops of the members, using advance funds from buyers or bank loan and sells to the agribusiness companies when the price is better in the market, and the members benefit for second payment
Technology Adoption	Conservation farming and the Best agricultural practices for planting and harvesting (including pos harvest training to store the agri-products)
Rural and/or agricultural finance	BOM provides a loan for commercialization. This first season the union get a loan of 84,000 MZN to purchase 15 tons under the P4P program of WFP (interest rate = 3% a month for 4 months period)
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Linkages was made to facilitate the seasonal credit to BOM for purchase maize from the members (farmers) and sell to WFP (P4P program)
Facilitation and support for ag sector policy reforms	N/A
Impact	Increase of sales and farmers adopt the negotiations with the buyers to sell their crops. Use of the group methodology as a step to cooperative system to face the challenges of market Crops (maize and beans) well stored due for rehabilitation of wholesale for the union and they can sell off season in good conditions
Effectiveness	The methodology adopted to organize the farmers is effective because the use a market drive orientation, linking farmers and agribusiness private sector and agro dealers
Sustainability	Sustainability should look a value chain of some commodities such as sesame, groundnuts and pigeon pea
Coordination, harmonization and synergy with other entities	There are no any other organizations and entities who works with the union. The health and nutritional program is integrated into the normal activities of the members undertaken by ADRA
Gender	As the overview of the union shows 161 members are women and during the commercialization all grading of products are done by women who participate in the associations and union
Public-private partnership (PPP)	Only Export Market (trade private company) establish a contract in the past for purchase maize and beans
Project Implementation	The sanitation program should look at malaria prevention issue. The program undertaken is very limited to a nutrition but the malaria is one of most important disease that contribute to a children death The market linkages for sesame, pigeon pea and groundnuts should be well addressed to help the community as the maize crop was treated

	Linkages with Service Providers of preparing land and input suppliers should be well addressed also. In the district no one is looking for this important issue for the farmers and ADRA did not address during the implementation stage.

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Organization: IKURU, SA — Name of person: Gerson Daniel – General Manager

Location: Nampula — Date 10.07.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	IKURU, SA was formed as platform for farmers to link to the market, the shareholders of the company are GAPI, sarl = 44.5%, OXFAM (NOVIB) = 44.5% and the farmers represented by forums = 11% who aggregate 554 associations with 20,000 members The company is organized into 3 units (1 for seeds – produce and sell, 1 for trading – buying agri-commodities and sell, and 1 for cooperative development to organize the farmers to make them more participative in the agribusiness of the company
Support to small farmers (SFs)	Market linkages from the farmers organized into associations and extension services to increase the income of smallholder farmers
Technology Adoption	Appropriate technology to grow soybean seeds
Rural and/or agricultural finance	The organization have received loans from banks for commercial activities to buy export commodities through Root Bank – international bank (US$ 600,000) in two commercial seasons, reasonable interest rate (10%) and from Standard Bank one commercial season (US$ 400,000) with interest rate of 24% which makes the business not profitable
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	An agreement with AGRA was signed to support post harvest program to reduce losses (35%), and as a way to add vellum to their crops and sell in good conditions.
Facilitation and support for ag sector policy reforms	
Impact	The big impact of IKURU is a legacy as a first experience to show the farmers the best practices for selling as group to better access to the market First experience to link smallholder farmers to the international market and certificate their agri products as organic
Effectiveness	The IKURU's members and technicians are learning by doing, the way how the farmers could sustain their activities. The farmers are shareholders of IKURU so gradually they learn how to run the business. Through training process learning by doing farmers will adopt the best practice of running business and changing mentalities.
Sustainability	To be sustainable IKURU needs to reduce the staff and be focus on the business the makes it profitability at market level and select the commodities for export that is an opportunity, especially nuts such as groundnuts, sesame and cashew for Europe at organic market. For domestic market will be focus on groundnuts, beans and other commodities that shows a good opportunity Other business related to agribusiness such as sales of machinery for agriculture, training in agribusiness and other related services

	All these activities give the opportunity to survive and be sustainable (50%) and other 50% is related funds provided by donors for cooperative development activities. For example through cooperative unit an agreement was signed with AGRA to support post harvest program for the farmers ' members of IKURU. IKURU considers that its overall chance of surviving at 50%
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	
Project Implementation	IKURU, SA is a first experience in Mozambique from NGOs and other donors to support the farmers organizing the private company for commercialization propose and play in the market of agribusiness The management team of IKURU they know face the challenges of changing mentality of the farmers to understand the objective of the company as business oriented and the social charity of the donors From AgriFuturo they receive a support of US$ 50,000 to repair a warehouse and rehabilitate the office. A TA (Technical Assistance) from TechnoServe was provided to assist the soya program to grow seeds, the TA was effective to inspect the crop during the season and get the know-how for the IKURU's technicians

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Organization: Cooperativa Agrária USSOKANA	Name of person: Mussa Agostinho – CEO Maurício João – Member of Fiscal Committee João Jaulino – Secretariat João Mussa - Tresourer
Location: Monapo - Nacololo - Nampula	Date 10.15.2012

Associated Project: SANA

Information Categories	Responses
Overview	USSOKANA cooperative was created recently with 10 individual members (7 men and 3women) and 33 collective members, total members of the cooperative are 43. Each association has 30 members. The main objectives are: 1. Support the members with small loans when necessary to invest in the agricultural activities; 2. Provide services for their members with better quality – extension service and purchase the crops to the market in better conditions 3. Provide de inputs to their members in time (seeds and other inputs) The main crops in the region are: maize, sesame, cow pea and peanuts, all of them has a local market
Support to small farmers (SFs)	
Technology Adoption	SANA trained the farmers in conservation farming and planting in rows, etc.
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	The SANA program through CLUSA and AfriCare provides the farmers' associations a usefully support to organize a cooperative as a new knowledge in the community. The following services was given to the cooperative through SANA: 1. Training in law of cooperatives and how to organize it, including

	legalization; 2. Training in business (agribusiness skills) how to manage the funds and running costs for the company as a profit business; 3. Preparation of business plan AgriFuturo in season 2011 organized the loan for land preparation with CorredorAgro. The management of the loan was very poor. CorredorAgro spoiled the farmers and in the end of season presents the report in English for non English speakers and no translation was provided to explain the farmers the report and the loan. AgriFuturo didn't manage the problem to clarify to the farmers, they not happy with AgriFuturo.
Facilitation and support for ag sector policy reforms	
Impact	As a legacy of SANA with impact is the market linkages with agro dealers and traders, as well as the cooperative knowledge in the community
Effectiveness	
Sustainability	All participants are positive in sustainability of their business. The encouragement and knowledge received form SANA trainees are essential to improve the skills of the members and managers of the cooperative
Coordination, harmonization and synergy with other entities	Synergies are in place with other organizations such as SDAE will provides to the cooperative maize seeds for next season; SAN – an cotton company who provides seeds and inputs for cotton producers members of the cooperative Other local organization such as SCIP with the program of youth in agribusiness, and jointly with AfriCare the nutrition program
Gender	
Public-private partnership (PPP)	SDAE – government entity at district level and SAN – cotton company, are the entities with relationship with the cooperative
Project Implementation	For next interventions in the Nacololo community if possible should be included the water program as a must. The real needs in Nacololo is water for consumption.

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Organization: Cooperativa Agrária Morreno de Netia, Lda	Name of person: Zacarias Mucussete – CEO Helena Joaquim – Vice-President (Deputy CEO) André Raimundo – President of Fiscal Committee Fernando Celestino – Animator (training animator) Agira Paulo - Tresourer
Location: Netia - Nampula	Date 10.15.2012

Associated Project: SANA

Information Categories	Responses
Overview	Morreno cooperative was created in October, 2011 with 27 individual members (25 men and 2 women) and 4 collective members (associations) with a total of 160 members. The main objectives are: Support the members with small loans when necessary to invest in the agricultural activities; Provide services for their members with better quality – extension service and purchase the crops to the market in better conditions Provide de inputs to their members in time (seeds and other inputs)
Support to small farmers (SFs)	
Technology Adoption	SANA trained the farmers in conservation farming and minimum tillage in maize and the yields rose from 300/400 kg up to 1,000/1,500 kg. this is a

	significant achievement for the farmers in Netia. All farmers associated in cooperative are using this technology
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	The SANA program through CLUSA and AfriCare provides the farmers' associations a usefully support to organize a cooperative as a new knowledge in the community. The following services was given to the cooperative through SANA: Training in law of cooperatives and how to organize it, including legalization; Training in business (agribusiness skills) how to manage the funds and running costs for the company as a profit business; Market linkages with Export market, OLAM and ASCALY an local trader AgriFuturo in one day training session with a topic " how to run a business in agriculture and how to do a good business for profit".
Facilitation and support for ag sector policy reforms	
Impact	Significant impact is the rose of the yields in maize, the cooperative organized with a profit and the construction of the office in place and warehouse in start stage
Effectiveness	
Sustainability	All participants are positive in sustainability of their business. The encouragement and knowledge received form SANA trainees are essential to improve the skills of the members and managers of the cooperative
Coordination, harmonization and synergy with other entities	Synergies are in place with other organizations such as IITA will provides to the cooperative soya bean seeds for next season; Other local organization such as SCIP with the program of youth in agribusiness, etc.
Gender	Two women are involved in leadership of the cooperative and the members of associations around 35% up 40% are women
Public-private partnership (PPP)	
Project Implementation	

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Organization: SIWAMA Cooperative

Name of person: Antonio Nhamaso Xavier, President
Tel. 86 340 6707; 82 386 0548; SIWAMA@yahoo.com

Riu Salcao Tel. 82 159 8754; 86 143 7402

Location: Chimoio

Date 10.20.2012

Associated Project: EMPRENDA/Soy Value Chain Development Project, funded by the Bill and Melenda Gates Foundation and implemented by TechnoServe (TNS)

Information Categories	Responses
Overview	The Simba Re Warime We Manica (SIWAMA) cooperative is a producer cooperative that includes a total of 54 producer associations with 1,041 members that farm 3,225 hectares. The members include 666 males and 373 females. The associations within the cooperative are located in Chimoio, Gondolo, Sussendenga, Manica, Machipanda, and Nhamatanta districts within Manica province. Its headquarters is in Chimoio. The SIWAMA organization is a creation of the previous USAID-funded EMPRENDA project, which ended in 2008. Part of the process was to invite the SIWAMA leaders to Nampula to see CLUSA, IKURA, and seed market opportunities. This visit convinced the

	organizations' leaders of the benefits to be derived by creating a cooperative organization. By the time the EMPRENDA project ended, SIWAMA had been organized and legalized and its leaders had received some training, but in terms of its operations, it was an empty shell. After the EMPRENDA project ended, ACDI-VOCA gave the cooperative three motorcycles that remained from that project. Several month after the EMPRENDA project ended, TNS began its Soy Value Chain Project (SVCP) and in 2010 it began an association with SIWAMA to provide assistance to help the cooperative develop a business as a TechnoServe contractor for soybean seed multiplication. Under this arrangement, TNS provides seed under a subsidy program that declines over three years (year 1 subsidy is 75%; year 2 subsidy is 50%, and year 3 subsidy is 25% of the commercial value of the soybean seed provided to the producers). The cooperative multiplies the seed provided by TNS, and at the end of the production season, TNS purchases the entire quantity of seed that is produced by the cooperative members at market prices. Beginning with the last season, since SIWAMA does not have its own warehouse, TNS stores the seed produced by SIWAMA as well. TNS uses the seed produced by SIWAMA and other contracted organizations to produce the seed it requires under the SVCP project. TNS prefers to give organizations such as SIWAMA the opportunity to multiply the seed that TNS requires for its SVCP, instead of importing the required amount of seed from Zimbabwe. For the first season, SIWAMA produced 16 tons of seed for TNS. During the second season, SIWAMA produced a total amount of 54 tons of seed for TNS.
Support to small farmers (SFs)	SIWAMA has one technician that provides technical assistance to its members in crop production for maize, soya, ground nuts, and horticulture. In January 2012, mid-way through the past crop season, TNS provided a full-time technician that supports soya production. However, TNS allows this technician to work with other crops as well. TNS also supports SIWAMA to develop its production plans for each new season. It holds a meeting at the beginning of the season to discuss crops, prices, production volumes, and hectares to be produced. During the last production season, TNS provided 31 tons of soybean seed that was used to produce 153 tons of soybean grain, which was very low production yield. However, it did serve to develop the cooperative into a soybean grain supplier for large buyers. SIWAMA's practice is to buy the products from its members, consolidate the entire production amount into large quantities, and deliver the consolidated quantities to large buyers. The primary buyer, Abilon Tunes, pays individual farmers MZM 15 per kilogram for small quantities, but it pays SIWAMA MZM 20 per kilogram for larger lots. This large buyer is a major producer of poultry and purchases from larger suppliers including CLUSA, SIWAMA, and Moz Foods. During the last production season, SIWAMA producers provided the World Food Program with 30 tons of maize. The cooperative coordinated the sale of grain and contracted for cleaning and bagging the grain, but received no financial benefit from the services it provided to the producers. The cooperative has acquired land where a warehouse will be constructed as a collection center for its members' crops.
Technology Adoption	The SIWAMA and the TNS agricultural technicians collaborate to provide information on appropriate agricultural practices to the cooperative members. These technicians are also providing technical information and assistance on the development of a poultry operation by SIWAMA, with a feed mixing mill. Particularly important is the support provided by the TNS technician.
Rural and/or agricultural finance	SIWAMA is reluctant to take bank loans, in view of their high cost. However, last year, SIWAMA obtained a loan from the Banco Oportunidad de Mozambique (BOM) for land preparation and seeding of 50 hectares of soybeans. The bank loaned an amount of MZM 394,000 for a period of six months. The cooperative repaid the loan and interest in full. The interest rate was 3% per month. The cooperative generated the funds to repay the loan by selling 46 tons of soybean seed to TNS. With the profits from last years' seed and grain sales, SIWAMA purchased a 4.5 ton truck that it uses for transporting its products

	to the buyer. The WFP owes SIWAMA an outstanding amount of MZM 289,000 that will cover the cooperative's working capital needs for the next season.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	The most important linkage is with the cooperative's primary buyer, Abilon Atunes.
Facilitation and support for ag sector policy reforms	
Impact	The previous EMPRENDA project had no impact on the cooperative finances; it only produced paperwork. TechnoServe has helped SIWAMA to develop a new agribusiness for soybean seed and grain production. It has helped to create a market for soybeans, where none existed before. The assistance provided by TNS will likely have an impact on yields, although it is too early to quantify the impact. In general, soybean production is very profitable. With the use of an inoculant and fertilizer, a producer can produce 1.5 tons of soybean per hectare, which provides a profit of at least MZM 6.00 per kilogram. This is 3-4 times more profitable than maize production. Furthermore, TNS stimulates the production of soybean grain by providing a bonus payment to SIWAMA in the amount of MZM 1.00 per kilogram delivered to its buyers. This is a means to stimulate production.
Effectiveness	The TNS program is highly effective, and has had a major impact on SIWAMA.
Sustainability	When the EMPRENDA project support ended, SIWAMA would have failed had it not been for the technical support provided by TNS. The group had a cooperative organization, but did not know what to do. With TNS support, the cooperative has made good profits. TNS also helped SIWAMA become established with Abilon Tunis as a large producer. These relationships will sustain the cooperative when the TNS project ends.
Coordination, harmonization and synergy with other entities	SIWAMA has begun negotiations with Agrifuturo for support from this project. Until now, there has been no relationship between the cooperative and this project. However, SIWAMA was an indirect beneficiary of the equipment that Agrifuturo donated to Prio Food. The company used the donated equipment for planting crops for some of the SIWAMA members. SIWAMA established a working relationship with the NGO, ASI. This organization had promised to help the cooperative construct a warehouse, to provide training, and technical assistance. However, this project has ended and SIWAMA only received four training seminars, along with three motorcycles and one computer.
Gender	
Public-private partnership (PPP)	
Project Implementation	TechnoServe is an excellent partner. It provides SIWAMA guidance, direction, and technical support. However, the cooperative has a limited cash reserve that severely limits its technical operations and the support it can provide to its members. Some members are located far away, and there are insufficient funds to enable the cooperative's technician to visit all members. In addition, there are too many members for too few technicians.

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Organization: KKU – Kulima Kunopedza Ulumbu
Name of person: Paula Jovita – Manager
Cell: 826868970
Location: Manica
Date 10.22.2012
Associated Project: AgriFuturo

Information Categories	Responses
Overview	KKU is a 2nd level cooperative supporting 3 cooperatives at 1st level in Gondola, Sussundenga and Gorongoza who are members, each one with a warehouse with a capacity of 5,000 metric tons. The first propose to organize the cooperative is to provide to the members a company to process their crops to add value and sell to the local market. As opportunity of the market the cooperative works as a trading company to benefit their members buying and selling agri-commodities such as maize, soy beans, cow peas, pigeon pea and other crops. The three collective members they have a total of 481 farmers (386 man and 96 women). The cooperative provides services to 28,000 beneficiaries farmers in all three districts. During the last season they have a contract of 240 tons, but only purchase 150 tons and sold to WFP (P4P program), basically due for the drought in Gorongoza district that couldn't provide the remaining quantity of the contract. The KKU warehouses was financed by Dutch Embassy
Support to small farmers (SFs)	
Technology Adoption	
Rural and/or agricultural finance	
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	
Effectiveness	
Sustainability	As a cooperative the sustainability of their activities depends on funds available and how to handle the transitions costs. Maize is one of the crop with high costs and very low margin, is not a profitable crop. KKU management team is looking for other alternatives to survive, such as rent the space in their warehouse, involvement in other crops (soy bean, sesame and pigeon pea). AgriFuturo advised KKU to look at other value chains more profitable.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	KKU works with other partners APAC and EOZ – Empresa Orzicola da Zambezia. EOZ company provides some loan to purchase maize when they have possibilities. All those partners are supported by the Dutch Embassy
Project Implementation	AgriFuturo financed to KKU the equipment for warehouse and office material in total amount of MT 2,060,000. The goods makes KKU start the first activity to purchase maize and sell to WFP (150 metric ton) in good conditions. In 2011 with support of Dutch Embassy they purchase and sell 641 metric ton to Export Market and Higest in Maputo. This year AgriFuturo trained a few members of cooperative in agribusiness management and quality control. The training program includes stock

	management, quality control, human resource management, this program is not yet done The main challenge of KKU is how to get funds to purchase the crops of the members due for difficulties to get bank loan at the actual interest rate.

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Organization: Associação Samora Machel Location: Manica	Name of person: Simão Januario – President António R. Matavele – Vice-President Mandinhoza Tamba – Advisor of the Union João Novoa – President Of the Assembly Elizabeth Jone – Fiscal Committee Date 10.24.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	The Samora Machel association comprises 843 members (155 women and 688 men) organized in clubs each one has 30 to 45 farmers' members. Crops that produce in Barue are maize, soya bean, pigeon pea, sesame and sorghum. Only two commodities the association gets a market, maize and soy bean, others not buyers are interested. AgriFuturo/CLUSA starts to work with association in April/2011 facilitating the linkages with WFP to purchase and to them maize, facilitates also to get 8 tons of soy seeds from TechnoServe.
Support to small farmers (SFs)	
Technology Adoption	Conservation farming and the best agricultural practices for planting and harvesting (including pos harvest training to store the agri-products) Other training includes quality control and agribusiness management to run the association as business enterprise.
Rural and/or agricultural finance	BOM provides a loan for commercialization. This first season the association get a loan of 160,000 MZN to purchase 60tons under the P4P program of WFP (interest rate = 3% a month for 4 months period), no interest rate was charged as a special loan and the loan is clean. The second loan of 528,000 MZN in some conditions and is currently under payment due for delay of WFP to pay the maize
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Linkages were made to facilitate the seasonal credit to BOM for purchase maize from the members (farmers) and sell to WFP (P4P program) since 2011. The first season WFP purchase from the association 60 metric ton and the loan was cleaned. The second season 2012, BOM provides 528,000 MT and the members advance a total of 148,680 MT in kind (maize) to make available 120 metric ton to WFP and 67 metric ton of soy bean to sell to Abilio Antunes
Facilitation and support for ag sector policy reforms	N/A
Impact	Increase of sales and farmers adopt the negotiations with the buyers to sell their crops. Use of the group methodology as a step to cooperative system to face the challenges of market The productivity at farmer's level of soy bean increases from less than 1 ton/ha

	to 2 ton/ha, that is good (around 1.7 to 1.9 ton/ha). Farmers see this as a good impact for their life. The average in the district is 1.6 ton/ha Using the new technology of preparing the land and planting in maize they get around 1.5 ton/ha comparing to at least 0.8 up to 1 ton/ha before.
Effectiveness	The methodology adopted to organize the farmers is effective because the use a market drive orientation, linking farmers and agribusiness private sector and agro dealers
Sustainability	Sustainability should look a value chain of some commodities such as sesame, sesame and pigeon pea
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	MICAIA Foundation supported by AGRA is other partner who works with association. MICAIA provides 1 technician to work full time doing training program and organizing the clubs. The training program includes: (i) structuring the clubs; (ii) how to organize the association; (iii) how to link with market for agri commodities; and (iv) leadership.
Project Implementation	The farmers are not happy with the delays of WFP taken in account that they put to the clients a lot of conditions to purchase maize. The farmers' complains are not related to the WFP conditions but they should pay in time to reduce the costs in the bank and other transition costs at association level. As a good result they get during the two seasons in soy, next season the association plans to produce more increasing the area of each farmer into 32 clubs. To make the plan feasible they start to negotiate with BOM for 8 months loan of 200,000 MZN to 35 producers of soy selected into clubs AgriFuturo as a partner should help the association to negotiate with WFP to reduce the delays of payment to avoid the non accomplishment of the loan in the bank. As a strategy for the future the association needs a warehouse, so AgriFuturo should work to link with a good partner to finance the warehouse construction.

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Organization: Associação Culima Kuakanaka	Name of person: Inácio Saifora Nhambaje – President Bernardo Samo Micaju – Vice-President Bernardo Stech – Tresourer Luís Saujene – Secretariat Augusto Charles – Fiscal Committee Peter Muturai – President of the Assembly Rui Fauzane – TPC – Community Production Technician Armindo Jone Micaju - Community Production Technician
Location: Manica	Date 10.24.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	In 2007 the company named CHEETAH Paprika appears in the community and asks for some volunteers to grow paprika. 112 farmers organized as an association and start to grow paprika for Cheetah. ADIPSA and CLUSA start the collaboration with CULIMA KUAKANAKA in 2008 and organize in clubs and the work was taken over by

	AgriFuturo/CLUSA. ADIPSA during his lifetime finance a construction of warehouse with a capacity of 250 metric tons. A total cost was $US 50,000 which the association contributes in 10% of the total cost. As a result of AgriFuturo/CLUSA work since 2010 the members increased to 350 organized in clubs which each club has an average of 30 to 60 farmers' members with the some structure at association level. In each club 1 (one) community agent is trained by a Community Technician based at association level. CKA is assisted by Agrarian Medium Level Technician allocated by AgriFuturo based in the district who take care for a training program comprised by: Extension service for the crops such as maize, sesame, soy bean and pigeon pea; Market linkages and how to prepare the business plan and bargaining power with the buyers; Management skills to the members and basic finance skills to negotiate with financial institutions' and basic accountant; Quality control for the grain to make it available for competitive market, such as P4P program of WFP; In the season 2011/12 the association comprises 22 clubs with 794 members which 74 women and 720 men. The women members are very few due for cultural influence in the region that puts a men as a head of the family to provide income to the HH
Support to small farmers (SFs)	
Technology Adoption	Conservation farming and the best agricultural practices for planting and harvesting (including pos harvest training to store the agri-products). The demo plots and the field days in the farmers' plots were very usefully for maize and soy bean. Other training includes quality control and agribusiness management to run the association as business enterprise.
Rural and/or agricultural finance	BOM provides a loan for commercialization. This first season the association get a loan of 609,000 MZN to purchase 100 tons under the P4P program of WFP (interest rate = 3% a month for 4 months period)
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	Linkages were made to facilitate the seasonal credit to BOM for purchase maize from the members (farmers) and sell to WFP (P4P program) since the season 2010/2011. The first season WFP purchase from the association 60 metric ton and the loan was cleaned. The second season 2012, BOM provide to CK a loan of 609,000 MZN for 4 months and the association is delaying the payment to the bank, due for the delaying of WFP to pay the 100 metric tons of maize already sent. The original contract with WFP is 120 metric tons, but in the middle of the contract WFP broke the contract canceling it because they had a shortage of resource to pay the 20 metric tons and the quantity remain with the farmers looking for market. In season 2010/11 the association sold to Abilio Antunes 17 metric tons of soy bean, this quantity grows in the season 2011/12 to 65 metric tons and the farmers are happy to continue growing soy bean due for good price when the association sells a minimum of 30 tons.
Facilitation and support for ag sector policy reforms	N/A
Impact	Increase of sales and farmers adopt the negotiations with the buyers to sell their crops. Use of the group methodology as a step to cooperative system to face the challenges of market

	Using the new technology of preparing the land and planting in maize they get around 1.5 ton/ha comparing to at least 0.8 up to 1 ton/ha before.
Effectiveness	The methodology adopted to organize the farmers is effective because the use a market drive orientation, linking farmers and agribusiness private sector and agro dealers
Sustainability	Sustainability should look a value chain of some commodities such as sesame, groundnuts and pigeon pea The seeds bank of soy bean is an important tool to increase the productivity and income to the members, this should be enforced.
Coordination, harmonization and synergy with other entities	
Gender	
Public-private partnership (PPP)	MICAIA Foundation supported by AGRA is other partner who works with association. MICAIA provides 1 technician to work full time doing training program and organizing the clubs. The training program includes: (i) structuring the clubs; (ii) how to organize the association; (iii) how to link with market for agri commodities; and (iv) leadership. Other partners working with association are SDAE – district department of agriculture and Phoenix a company providing soy bean seeds.
Project Implementation	The farmers are not happy with the delays of WFP taken in account that they put to the clients a lot of conditions to purchase maize. The farmers' complains are not related to the WFP conditions but they should pay in time to reduce the costs in the bank and other transition costs at association level; additional they ask for revising the articles of the contract with a penalties for WFP as the association got in the contract for selling maize to them. AgriFuturo as a partner should help the association to negotiate with WFP to reduce the delays of payment to avoid the non accomplishment of the loan in the bank.

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Organization: Kuguta Kuchanda Cooperativa de Responsabilidade Limitada – CKK, RL	Name of person: Paulo Saize – President
Location: Dombe Manica	Date 10.26.2012

Associated Project: AgriFuturo

Information Categories	Responses
Overview	Start as an association in 2009 with a support of CLUSA/ADIPSA with few members. ADIPSA build to the association a warehouse with a total cost of US$ 50,000 and the association participle in 10% of the total cost. The cooperative was created in Dec/2012 with a total of 1,212 members which 550 women and 662 men organized into 35 associations who affiliated to the cooperative. The objectives of the cooperative are the followings: 1. Doing business and make a profit with the agri commodities available in the community; 2. Selling the crops of the members with a better price; 3. Link the farmers' members with the agro dealers for inputs and buyers of the final products The main crops in the Dombe region to merchandize are maize, sesame, soy bean, pigeon pea and groundnuts, but due for market and agribusiness interested the cooperative only purchase and sells maize and sesame, the buyers are SUNSMILE for sesame, SINWIS and WFP (P4P) for maize. In 2009 as association they purchase a sold 322 metric tons to SUNSMILE, but

	this quantity along the years comes down up to 54 tons last season to the some company, due to the disease that attack the sesame and is already reported to SDAE (district department of agriculture) in Dombe and to IIAM (research station) in Sussundenga. During the season 2011/12 (last) the cooperative purchase 48 tons for the non members 43 tons and the members only contributes with 5 tons and sold it to WFP (P4P) 20 tons. 28 were sold to SINWIS company. WFP at the moment of this interview didn't pay to the cooperative.
Support to small farmers (SFs)	The cooperative helps the small farmers in technical issues in farming with new agricultural practices through community agents trained by AgriFuturo Technician based in Dombe.
Technology Adoption	AgriFuturo/CLUSA trained to the cooperative's members the following program: Conservation farming techniques; Cooperatives' methodology of organize the agribusiness; Business plan and basic accountant knowledge; Agricultural best practices (planting in rows, pest control; post harvest information) Quality control and best practices to handle the crops in the warehouse
Rural and/or agricultural finance	AgriFuturo facilitate the CKK, the amount of 450,000 MZN as loan approved in June, 2012 to purchase maize and sells to WFP (P4P). The amount used in the bank was 330,000 MZN and the cooperative is paying the loan. Some delays of payment from WFP will create the difficulties to clean the loan in time the cooperative to the BOM, they still waiting almost for 2 weeks to receive the payment from WFP.
Community support for Food Security	
Facilitating linkages between small farmers and supporting organizations	
Facilitation and support for ag sector policy reforms	
Impact	The impact of the AgriFuturo support is visible with the legalization of the cooperative that run a business in the community and the trainings done to the members who are adopting the new agricultural practices, which could be seen in the increase of productivity of maize from 1 ton/ha to 2 ton/ha; The market linkages and the bargaining power to negotiate the prices with the buyers, due for the trainings in business and basic accountant
Effectiveness	The AgriFuturo approach was effective because they make changes in the community for a market driven approach to run the business at farmer's level. Using the volunteers who are associations' members and the trainings on field by doing in their plots helps to easily adopt the new technical information that provides good results
Sustainability	The methodology used by AgriFuturo, training the local members as technical agents (volunteers) will make the program sustainable. The volunteers are based in the community at association level and they replicate all technical information that received during the training sessions.
Coordination, harmonization and synergy with other entities	KISIKUUILE is a private consultant company financed by AGRA who continues to give to the cooperative training sessions in: Business plans skills and leadership; How to manage and negotiate the contracts; Quality control of the grains and other crops; Basic accountant and management
Gender	

Public-private partnership (PPP)	IIAM and SDAE are the two entities that provides some studies going on to solve the sesame disease in Dombe and other closely areas.
Project Implementation	CKK is happy with the AgriFuturo work, although the members still needs more such as: More training for the community agents in technical issues, especially in agricultural and agribusiness management; Finance or provide linkages with partners which could finance animal traction to the cooperative's members, due for limitation on funds to pay the machinery service (tractor). This will increase the land use to produce more crops, adopt new farming system and the productivity and increase the incomes of HH; Provide to the cooperative a motorbike to be used by local technicians for supervising the associations' activities Support the cooperative' members to get the DUAT (Land Use Rights), due for increasing of demand in Dombe for land.

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ANNEX IV: FOCUS GROUP DISCUSSIONS, METHODOLOGY AND FIELD DATA

Focus Group Interviews

The focus group interviews were led by the Senior Agricultural Specialist, assisted by the Focus Group Specialist. Since the evaluation covered a considerable number of stakeholders and beneficiaries as was the case for the open-ended interviews, the team used questionnaires to guide the discussions with the different categories of discussion groups. The questionnaires were framed within the context of the required final outcomes and analyses. They served as an interview script, but not a detailed questionnaire of the type that would be administered in an opinion survey.

The focus group discussions were designed to analyze key components of project activities. These components focused on the main areas of work and were divided into specific sub-categories including the following activities: 1) increased agricultural productivity; 2) agricultural sales, 3) employment generation; 4) rural and agricultural credit; 5) strengthening linkages between farmers, farmers associations and agribusiness enterprises; 6) changes in food security, nutrition, and rural income growth; 7) sustainability; 8) synergies with other projects; 9) dissemination and communication; 10) application of new technology; and 11) gender issues.

The focus group sub-team attempted to interview former beneficiaries of the previous EMPRENDA project implemented by ACDI-VOCA to assess the continuity of their activities and the level of sustainability of their interventions, but was unable to locate any of these organizations. None of the current staff of the ATB project partners was aware of the identity or location of these earlier beneficiaries. All interviews that may have involved former USAID project beneficiaries were a mere coincidence in the field. For example, one farmers' association was interviewed that had received assistance earlier from a USAID/World Vision project in Guré (2003-2008), which is presently a beneficiary of the MYAP project. Furthermore, small farmer beneficiaries that were former ADRA farmer beneficiaries were identified in Mocuba as part of a larger group that is now involved in an outgrower scheme with a former Cooperative League of the USA (CLUSA) employee, who has become a commercial farmer. Since the evaluation sub-team was not aware of the involvement of these groups in previous USAID projects until the interview process had been completed, it was not possible to make a separate assessment of their long-term continuity. Clearly, these groups continue to operate in their present form, which is an indication of their sustainability. The focus group discussions were conducted according to the following guidelines:

1. During each field day the team conducted two to three focus group discussions with approximately twelve people per group. The groups were mixed, women and men, as well as separate groups of only men and only woman where dictated by social dynamics.
2. The focus group discussions were primarily oriented toward beneficiaries of active projects, including MYAP, Agrifuturo, and DCA. Due to their wide dispersion and a general lack of information on the identity and locations of small farmers involved in research activity with the CGIAR research institutions associated with PARTI, it was not possible to organize focus group meetings with these stakeholders, with the exception of one group that produced rice seed for the International Rice research Institute in Nicuadala in the 2011/2012 season.
3. The objective of the information-gathering process from the focus groups was to obtain information to triangulate the input from the open-ended surveys, and also to reinforce and verify the quantitative data collected through the household surveys. While no statistically significance was attached to these interviews, they substantially informed the study's findings and conclusions.
4. The focus group discussions were scheduled for about an hour to ensure active participation and not unduly interrupt the productive activities of the participants.
5. Local interpreters were used as needed to facilitate internal communications between the interview team and those being interviewed. These were provided by the implementing partner.

6. Data analysis of all qualitative data was carried out by a thematic analysis of the interview results.

Evaluation Limitations – Focus Group Discussion Sub-team

An important limitation to mention was the difficulty of the project implementers to identify groups of farmers in non-beneficiary communities to interview. They lacked contacts which showed the poor level of dissemination to those communities. Thus, non-beneficiary interviews were limited.

The time of the evaluation coincided with land preparation for the new agricultural season hence in some cases it was difficult to have all relevant participants because they had already relocated to the farm residences which are distantly located from their formal residence. In addition, there was poor communication between the main project offices of the implementing partners, with their field offices at the project locations in the different provinces the sub-team visited. The head offices of the different projects had been informed of the study but the information was not always transmitted to the provincial and districts offices. When contacted many field officers were caught by surprise but tried their level best to be supportive.

Visit fatigue was also imminent on the field staff as well as the communities. They found the sub-team's visit to be disruptive to their work. In one case in Ile, communities had received a visit a week before and assumed that the evaluators were bringing the responses to the requests made earlier and it was a disappointment for them when told otherwise.

The budget was very limited, which limited the number of groups that could be interviewed.

The following pages of this Annex provide detailed information on the design of the focus group interview process, and how the interviews were conducted. The following pages also contain the interview guides and the field data that were collected.

Annex IV: Qualitative data analysis – Focus Group discussion

The qualitative data will be analyzed by grouping respondents' answers to each question. The objective is to:

- develop information by labeling each group of answers.
- gain knowledge by asking how the information answers the research objectives.

The findings will develop a theory based on the evidence, which will then lead to specific conclusions.

Main findings - FGDs

<u>Tete – Angonia</u>

- Clusa is the organization providing support to farmers. It helped them during the ADIPSA era and continues to do so. It has been responsible to train the associations in good management and technical practices thus improving their ability to work as an association and produce with quality.
- CLUSA has been focusing on the production of soya beans through TechnoServe. It trained the associations to have seed banks which allow for improved seed to be used as well as distributed among farmers when not enough seed is available in their storehouses.
- The seed loan distributed among the farmers is said to be beneficial to increase the number of farmers playing better quality soya, the rate of returns are said to be above 90%. However, when the seed is bought from the farmer by TNS the payment is done very late frustrating the expectations and the plans of the farmers.

- CLUSA facilitated their access to credit through Banco Oportunidade de Moçambique (BOM). It helped the associations to prepare their first business plans using as leverage the contract with the WFP for maize marketing.
- The relationship with WFP has had mixed results. It secured a market with better prices for the maize produced by the farmers. However the delay of more than 2 months affects the ability of the farmers to take advantage of the better prices to purchase inputs and meet household needs thus leaving them frustrated.
- Delayed payments by WFP and TNS on the maize and soya contracts have yield negative impacts on the farmers. Farmers are losing trust and the number of farmers bringing the full crop to honour the contract is reduced as they want to be paid immediate or at least within the 15 days window initially agreed.
- The delay has also led to interest being paid by the farmers on the loans they have with BOM as they are late to pay the installments. Often, the meager profit made on the sale of soya is used to pay the interest.
- WFP provided implements to ensure the quality of the maize bough and this has motivated the farmers as they acknowledge that a better price has its requirements but are sad that all the hard work is lost with the delay in being paid.
- Farmers compared themselves to the tobacco farmers who have a guaranteed market but contrary to them, are paid on the spot and live better lives.
- Women are involved in the different functions of the associations
- Other organizations such as FAO, IITA are also involved in improving seed quality and FAO is building a maize miller in the district. World Vision is known to work with orphan children.
- Local Banco terra branch showed skepticism towards working with association. Stated that they don't pay and don't own the responsibility of the loan.
- Farmers need help to diversify their production to livestock as they know it would further improve the quality of their lives.
- CLUSA´s actions are mainly TechnoServe/Gates led

Manica – Catandiga
CLUSA
Main findings

Two associations were visited; they both receive support from CLUSA since the implementation of ADIPSA. With the start of the Agrifuturo project CLUSA continued to work with them and provides management training and promote soya production. CLUSA´s strength is in the transfer of production technology to the farmer so that yield increases and better technologies are adopted to store the additional crop.

There has been an improvement in the lives of the people involved in the project, today they have buyers for their soya and maize. WFP purchases the maize from them and the soya is sold to Abilio Antunes in Manica and they are satisfied with the prices. As an association they obtain higher prices than they would if they were to sell the soya or maize individually. CLUSA facilitated both contracts as well as they approach with the bank (BOM). In the second year there were able to approach the bank by themselves and obtain the loan which is financing the current marketing season. Both associations have ASCAS experience from their work with ADIPSA and GAPI.

These associations also mentioned the delays in receiving payment from WFP which results in interest rates being paid from the results of the sale of soya. Although the farmers have been complaining, the delays in payment have continued and n significant position to rectify this has been taken. As a facilitator,

CLUSA should impose more compliance to the contract or help farmers negotiate an interest rate for the delay which causes financial damages to them (make WFP pay the interest rate in the bank).
The presence of a growing poultry industry in the province and the region has provided farmers with an option to not only sell to TNS but also to sell to Abílio Antunes or Jam in Beira (proximity).
Fundação MICAIA is a new partner and has begun work to strengthen institutional capacity and complement the market linkages activities that CLUSA has with the associations.
Women are involved in the different structure, as secretary, treasurers and extension officers.
A significant improvement was noted in the lives of these farmers as they related to own assets such as solar panels, have built better houses, one owns cars and some own shops, they have bank accounts with BIM, BOM (mobile unit visit the communities twice a week).
The associations showed a significant positive capacity to continue by themselves if the support received by CLUSA were to end. They no longer receive financial support and continue to carry on with the activities and more members are joining as they see the benefits.
The field demonstrations of the use of fertilizers by the Agrifuturo project was a failure and strengthened the belief that they do not need to use fertilizers to produce well.

Zambézia
IIRI
Main findings
Its work with the farmers in Zambézia is recent, started in the season 2011/2012 and it is limited to one district and one association. The association was satisfied with the results achieved so far: improved knowledge on how to plant rice, access to improved seed, promised a guaranteed market for their next crop. The use of the farmers as paid labour to run the demonstration plots was gratifying to the farmers because they had a cash payment but it is not sustainable if the farmers have to produce the new variety to then sell it to the Institute. The farmers would have to pay for the labour and other production costs in their farm.

World Vision /ADRA
MYAP
Main findings

The MYAP projects are well known by the beneficiaries. The different consortia Ogumania, localised the institutions implementing them. The components on nutrition, health, hygiene, water and sanitation have been successful and beneficiaries relate complete changes in their behavior as they can see the benefits of adhering to the new practices. The level of understanding the reasons behind the new practices was astonishing. Beneficiaries relate improved health, reduction in diseases such as malaria, explain a decrease in the number of incidents of vomits and diarrhea in their households. Are able to describe how their diets were before and after the project and mention gain in weight in the whole family especially the children with less big bellies, pregnant women are cared for (they now know how to heat, what weight to carry and how to attend to the unborn child by going to the clinic.)

The MYAP project has also incorporated agriculture production to strengthen better nutrition practices. The adoption of the techniques taught is high as beneficiaries see the improvement in yields.
There is need to improve the quality of dissemination sessions. Currently for the nutrition and hygiene component, community animators demonstrate the practices, organize demonstration days and so forth. It has been noted that the level of success in the demonstration of agricultural practices is lessen as it may require more time. Demonstration plots do exist and people are invited to them, and those who see the increase in the yields may adhere but the level of outreach is limited. It is only limited to the community where the initiative is located. Neighbouring communities still are unaware of how to practice conservation agriculture and its benefits, how to take care of their households post-harvest

handling techniques. There is also need to strengthen market linkages: farmers are taught to produce more but still struggle to commercialise the surplus. Often they are not organized and trained to negotiate with potential buyers and may end selling individually at very low prices which discourages them to increase areas of production.

Today farmers do not sell everything their produce, they have learned to reserve for seed and food and only sell a smaller portion of the crop to meet specific household needs.
Farmers currently sell their maize through the WFP however greater emphasis should be done by the market linkages partner to strengthening negotiation skills and training farmers on how to do market research as to identify potential buyers for their products. For instance in a district such as Mocuba which produces a lot of groundnuts, farmers do not have a market for it and it is the product most sold in the informal market (10-15Mts/kg) a formal buyer could pay as much as 30Mt/kg. The case of maize is sold through a secured buyer at 6.5 or 7Mts/kg versus the 3-4Mts/kg is a good example of the benefits of having negotiated prices before the end of the season.

Nampula
MYAP – SANA (CLUSA, STC and Africare)
This consortium is led by Save the Children to implement the same components as those implemented in Zambézia (agriculture, nutrition, hygiene, heath, water and sanitation). CLUSA is responsible for the agriculture production while Save the Children and Africare spilt the implementation of the other components by districts. Save the Children implements in XX districts and Africare in 5 districts.
From the groups supported by Africare, the following were the conclusions made:

- The members of the associations have adopted the production techniques taught by the extension workers
- The members of the associations have adopted the health, nutrition, health, hygiene, water and sanitation practices taught to them and understand the benefits brought to their lives as a result
- The level of sharing is still limited, neighbouring communities (less than 5 Km) do not know how to plough in straight lines and why they should practice conservation agriculture.
- Sharing is limited by cultural believes that decrease the chances of a unknown person sharing information/knowledge/asking a question regarding one´s production/household – it is perceived as witchcraft
- With WV and Africare there we cases of communities complaining that they had been requested to identify orphans children and register their names for future us. Time has passed and nothing has come from this exercise and the communities the families whose children names were registed have demanded feedback and the credibility of the promoters is affected as they are seen as liars.
- Communities are expectant to be given resources such as cooking pots, t-shirts, banners etc to demonstration sessions as to identify them as the bearers of knowledge. There needs to be more ownership of the process and the sense of responsibility to spread the knowledge has to continuously be emphasized.
- Very weak sense of organization to market surplus crops – farmers still sell individually to opportunistic traders. This discourages farmers to increase areas of production as their income remains the same and they feel cheated by the traders.

Qualitative data Analysis per question

- develop information by labeling each group of answers.

1. **Provincial analysis of the responses**

This section is a transcript if the responses received for each of the Focus group discussion with ATB project beneficiaries per province per question.

Tete province

Angonia – CLUSA/Agrifuturo project

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	Clusa, WFP, SDAE, FAO, IITA, World Vision, CLUSA, WFP, TechnoServe	
2	What do they do?	Clusa helps them to sell soya FAO constructs storages IITA makes demonstrative fields of seeds soya, Irish potato and cassava World vision takes care of orphan children. WFP buys maize from the association. Clusa provides soya seed and technical assistance in the production of all cereals, it looks for a market to sell their crops. TecnoServe is a seed donor, when there is a low production, it buys seeds from them. In years where there is not enough seed, the seed is distributed among them, thus, it serves as a seed bank.	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Clusa, WFP, IITA, FAO, Yes, CLUSA, WFP ADIPSA, World Vision, TENOSERVE	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	Clusa – provided support in the creation of the different clubs/foruns and it management training so they can feel the benefit of working in an association. CLUSA also facilitated their access to soya seed with the creation of the soya seed bank with TNS. The producer receives an amount and returns double (1:2). CLUSA also has been helping them in the introduction of improved storage for their products (grains) and the sale of the Maize through PMA/WFP .IITA It brings varieties of seeds of soya, Irish potato and cassavas and implements in the fields	Has any of you been affected by any of the projects directly? How? WFP offered them machines (peneradora e debulhadora, humidity control kit and bags which improve the quality of their product and reduces the time spent on preparing the

		of demonstration. FAO helps in the construction of improved storages for seeds. They can now see the advantage of being in association because the have a good production and a warehouse(90t) CLUSA-Developed technical and compass of production respectively, consortiation. CLUSA provides technical assistance for agricultural production: compass, consorciation of crops. World Food Program provided machines for **debulhar e peneirar**	product. SDAE indicated the association as a potential provider of maize to WFP and CLUSA supports it to honour the contract FAO is building a maize milling factory in the community. "o que faziamos com as maos, agora fazemos com as maquinas"
5	Was the support provided on time and enough? Did it meet your needs?	the late selling of soya Yes, on time. CLUSA was clear at the beginning: they were going to provide technical assistance to produce soya and identify market. However, we do need improved seeds and fertilizers for maize production. If there was an organization to provide credit or loans for the production of maize we would be interest to work with.	
6	How was life before the projects?	As individual farmers, they would struggle to sell their product. The informal markets where their only markets (ambulantes/hawkers) which offered low or insignificant prices. As an association, they are not able to sell their product for better prices. Before, they store their products in the traditional storages and it would be attacked by rats and pest, today in the improved storage it has better quality. Now, as an association they receive better prices and have contract with WFP for maize and TNS for the multiplication of soya seed. The new techniques of production i.e. compass, has resulted in improved yields We used to keep our products in the traditional storages as a whole kernel without removing the grains. Today we keep it in the non traditional (Gorongoza and metal) in sacs of 50Kg as grain. Before the grain would spoil as it would be attacked by pest. Today, its quality is good.	Access to inputs and markets, knowledge of technologies, productivity, access to finance Productivity has improved significantly, the average production of maize per ha is 4 to 4T/Ha however today with good compass and using improved varieties such as DK and fertilizers we can produce 5-6T in a good year (rainfall).
7	Have you been able to sell your products? How	Yes, they sell maize to WFP for 7Mt/Kg. Before they would lose most of the product to pest and sell what they could in the informal market at low	Where do you sell your crops today? And before? Enquire about

	are prices set?	prices. Today, as a result of the machinery provided by WFP, they can grade the product and sell accordingly. WFP only takes 1st grade grain for 7Mt. The 2nd and 3rd Grade grain is sold to informal maize traders at 5Mt/Kg and 3MT/Kg and grades 4 and 5 are spread on the fields as compost to enrich the soils. They used to sell soya 4-5 Mt/kg on the informal market (2008/9) they sold soya in Nampula for Novos Horizontes at 14Mt/Kg Since the 2010/11 season: TNS pays them 25 Mt/kg for soya seed and 15 Mt/kg grain We used to sell our crops in the informal markets (thought we still do sell when we need money right away Today, each member brings his/her products (maize and soya) to the association We sell maize to the World Food Program 7mt/kg (before we used to sell it at 2 Mt/kg) Soya is sold to TNS 25 Mt/kg seed (before we used to sell 12 Mt/kg)	price change. Are they making more or less money? The sale of the different grades enables the association to have different sources if income without losing the product. 2011/12 – 1266T of soya produced from 140Ha Total maize production 215T WFP – 180T They are going to sell the remaining at the market for 6Mt/kg or 120Mt/20L container The Contract With World Food Program For Maize Was Facilitated By Clusa. 2008/9 Clusa Facilitated The Market For Soya In Nampula 2010/11 soya to TNS
8	What are the different sources of income in the communities?	They are only farmers; they do not create animals because they haven't received any training to do so although at the creation of the association, it was named agro-pecuaria to include livestock Farming and sale of the agriculture production Agricultural trading (some of the members travel to remote areas to purchase from farmers who are not members of the association and then re-sell the product to the association)	Assess economic activities/ skills and link with any promoted by the project In the case of the sale of agriculture products to agricultural traders from the community and/or Malawi to meet immediate needs of the household.
9	How are the woman/ men/youth involved in the projects?	There is no distinction, equal for all of them They are all involved and there is no distinction of activities "Tesoureira, secretaria, primeira vogal e a maioria	Activities /skills

		dos APC sao mulheres"	
10	How has your family benefited from any of the projects?	The product is not wasted their use for household consumption. We can take care of our children, pay for them the enrollment fee at school and buy soap. We have learned to produce and separate the yield for household consumption and for commercialization. Thus, we have food to feed our families for most of the year.	More food/ labour freed for other activities/skills learned "Before, we would produce and sell almost everything"
11	Have you shared what you learned with others	Yes, we have! They arrange a meeting with the community to inform and demonstrate. Others realize the advantage of working as an association, the results of the new techniques and join the association. So, the number of members increases Yes, we have farmers' days: we teach others new techniques. Non-members see the difference in the fields of the members (alignment and productivity/harvest) and some end up joining us in the association.	Who and how many? What impact did it have in their lives
12	If the project/s were to end, would you continue to practice what you learned?	They have a management structure as a result of CLUSA's training. They do not feel strong enough to carry on by themselves. CLUSA's support is still required to transform the clubs into associations and the association into a cooperative, as well as help them find additional markets for soya and sesame. Yes, we can take it over; we have enough background to carry on by ourselves. We have enough productions and management skills.	
13	Were there any problems with the project?	Yes, TNS delays to pay us for the soya 2012- TNS only paid them 50% in July for the sale of the soya seed and they are still waiting for the balance (October) This creates problems in their ability to invest in the fields and meet their family needs. They see others who plan tobacco doing well because they supply the product and are paid on time "a vida lhes corre bem". 2 years ago, the agents of production (APCs) used to earn for the work. They had a contract with CLUSA which was valid for 3 years. Since the season of 2011/12 they no longer get a subsidy for their labour. They have to walk great distances,	Clusa takes soya to sell to TNS. What they should have as saving is taken to pay the bank. They have raised the delay in payment to WFP and Clusa has nothing do with that. One woman brought 110 bags of maize and the other 30 but they are fully aware that

		the amount was important to sustain their families. They would like to know if the contract is no longer valid or not? A world Food Program delay to pay us and it affects us when we have to pay the bank. Our contract with WFP says that they have to pays us 15 days after collecting our products but they take more than 30 days. In 2011, WPF collected the maize in July and only paid in December after SDAE was asked to intervene on the Association's behalf. This delay affected they ability to purchase agricultural inputs for this season. As a result, for the 2012/12 season, only 6 members sold their maize to the association (which accounted for 27T when their contract is to deliver 90T). The first lot was delivered on the 14th of September 2012 and it hadn't been paid. Those members who brought their maize to the association did so out of their commitment to the association (most of them are part of the board). They brought what they could and the remaining will be sold individually.	they will have to wait to be paid. Delays affect their income and ability to meet family and farming needs. It also discourages members as they then have to struggle to sell individually. Individual selling leads to lower prices which they have to conform with to meet family needs. Often, Malawi traders buy the product (maize and beans) to re-sell to them at lower
14	What and how can the project improve its performance?	They need to be paid promptly as their soya is collected. They would also like to receive assistance in the production of livestock. They need access to a tractor to plough and open more areas CLUSA supports in the production of soya however, they also need support in the production of maize. They need better access to improved seed varieties and fertilizers. At the moment, they purchase from agro-dealers and/or cross the boarder to buy in Malawi (Angonia is too far 54Km, Malawi is closer 2Km). The agro-dealers who trade in the community are often trained by Pannar, and offer volatile prices.	

In Angonia, Tete, CLUSA was mentioned as an important partner in the distribution of soya seed as well as providing assistance for its production. Technoserve is regarded as the buyer of the seed.

The WFP is regarded as an important partner in the post-harvesting handling and marketing of the maize produced as it offers better prices than the informal market.

Form D – DSA: Microfinance

Issues		
What are the different economic activities practiced in this community?	Farming. They said that they are now only farmers but in future they will have shops to sell their products. Farming and commercialization (crops from the farm) maize, soya and goats.	Dif Men/women/youth? One of the farmers has got 10t of maize, 70.000 Mt in the bank (BIM) and soya. He is using the returns from the sales of maize and soya to build a shop to sell agriculture inputs to the local community. Please see picture below No distinction
How is the money obtained used by each group?	The income is used to meet household needs as well as increase production areas, purchase inputs and pay for the extra labour. Agricultural inputs, meet household needs	Men/women/youth? No distinction
Is there any money left?	There is nothing left Very little	If yes, what is done with it? If not, why not?
If yes, where do they keep the money?	As an association, they have bank accounts at BOM and BT where WFP and TNS pay respectively Very few members have bank accounts. Some have with BOM/BT The association has an account with BOM and Banco Terra When asked why many don't have bank accounts it was mentioned that they don't have enough left to save.	
What services (formal & informal) exist for people to save/keep their money/ borrow from/ transfer?	Some of them have bank accounts (as individuals) and others have xitique. There are 4 clubs that use xitique (dao credito entre si e pagam com os juros). The association has also an account There is credit and saving in the community (informal) Rotation saving groups (ASCAS) "Chitique"	Let them name. If none, is mentioned, ask if they know BOM WFP introduced them to BOM 2 of the 11 participants are involved in ASCAS. They pay between 50 to 100MT a month and the money is also available to provide loans to the group members. Interest

		rate varies between 100Mt to 200Mt a month. Groups can be organized by community members and/or churches. Benefits are divided at the end of the year among members as per their contribution. Money is used on household needs and to invest in the farming activity.
If they know BOM, how do they came to know about it and what does it do?	WFP has taken the association to the bank. The contract between WFP and the association serves as a guarantee to ask for loans BOM was introduced to them by CLUSA. The objective was for them to have financial resources to purchase maize from their members and satisfy the WFP target.	CLUSA facilitated in the business plan development and process of application.
Do they use it and how?	The WFP and TecnoServe use the bank account to pay the association. They ask credit to buy maize from the farmers (members and non members) Loans and saving Savings – in the sale of soya to TNS, the members pay a management fee of 0.5MT	Do they know others who use it?
How long has the service being used?	It has been used since 2010 It has been used since last year (2011). 2012: 620.000 Mt loan to be paid 690.000 Mt (3% interest rate charged).	Ask the purpose behind using the service (save to purchase something or loan for something)
How does it contribute to the community? How relevance is their contribution? (meeting financial needs of the communities)	they save money and can ask for loans they are able to buy fertilizers and seed of good quality	Note positive and negative accounts and reasons
If you have a loan, are you succeeding in repaying the loan?	Yes, they succeed in paying the loans on time and don't owe anything to the bank. In 2011 the loan was paid. Any delay was a result of the delay in receiving payment from WFP. Any profit they would have made was paid to BOM in interest of delayed payment of the loan.	If not, what are your difficulties?
In the future, will you be	Yes, they would. CLUSA and BOM	Do they know the conditions,

able to access?	approached the association to explain the procedures to ask for loans as individual and as association They already know how to access BOM	procedures to access loans and do they feel ready to manage it?
Have they seen or know someone whose life has changed because s/he used the BOM service?	Members from some clubs obtained loans from BOM and their lives are improving. Today they also produce vegetables and their lives are improving.	As for examples: 2 min relay (max 2 people)
Ask those who don't use it if there is a particular reason for not doing so	Do not enough money, we need more money	Has this conversation improved their knowledge of the services?
What can be done to improve the current service?		

Manica province

Catandica - CLUSA/Agrifuturo project

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	CLUSA, Gapi, Fundacao Micaia, WFP, Agrifuturo WFP, Eca, Fundacao Micaia, Adipsa, (Agrifuturo, Tecnoserve) thorugh CLUSA Private sector companies	Clusa has brought WFP
2	What do they do?	They help them in the training, offer seeds, help in the production and find market to sell their products and negotiation of the prices. ECA- commercialization BH2C – commercialization of maize ADIPSA – association training, storehouse and no tillage FUNDACAO MICAIA – seek markets and facilitate price negotiation AGRIFUTURO/CLUSA – WFP & BOM Gates/TNS – soya seed bank Private sector – outsource production of cotton and tobacco	The projects help in giving seeds, technical assistance, control, production, saving and commercialization. There is a help by local leaders
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	GAPI helped in the training of the association (management) as well as in the creation of saving groups (ASCAS) in 2007 CLUSA created the seed bank and facilitates access to soya market. It involves them too in the seed multiplication. AGRIFUTURO involves them in institutional training "o caixa nao e quem controla os volumes do produto recebido para evitar fraude." FUNDACAO MICAIA assists in the search for markets and price negotiation (pilot stage –is the first year working with them 2011/12 season) WFP buys maize. CLUSA – has provided technical assistance to the group and helped in the management of the association. The product harvested now has a market because CLUSA facilitated access to markets (maize and soya). APC were trained and equipped to assist members. WFP buys maize; the contract served as a guarantee for the loan acquired at the bank – BOM	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals Vs groups Benefit from more than one project

		TECNOSERVE – provides seed for the seed bank which is then distributes among the members and later purchases it back from them. (the process of returning the seeds was 99% positive) ADIPSA – project has ended. Through CLUSA it helped in the construction of the warehouse	
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	They are able to plan for next season They have a Management training They now produce better (technologies) and more (yield). They can plan their production in advance In 2008 they would plough 1Ha of maize or less– today they cultivate 2Ha of maize/soya and hire additional labour to help. As an association they produced 5552kg in 2010/11and in 2011/12 5672kg of maize The number of members increases every season because people can see the benefits of their work as a group. The production of cotton and tobacco (**dispendioso** and the price is low**)** is decreasing because CLUSA has brought new techniques of production of soya and maize (produce more and better price). From the total number of the farmers presents, only one produces tobacco and none produce cotton. WFP gave them batedeira (Kanes) and a quality control kit.	Has any of you been affected by any of the projects directly? How? Difference in yields: Non-members harvest on average 38 bags (50Kg)/Ha Members harvest 50 bags.
5	Was the support provided on time and enough? Did it meet your needs?	In 2008/9 there was a delay in the commercialization of soya and this discouraged many farmers which resulted in only 9T being delivered to the association in the season 2010/11. Also important to note that the seed distributed in this season did not germinate well, only 7 members were able to return the seed. 2011/12- for this season, 7500T of seed were received. There was a contract in place and farmers were motivated to supply more – 66T were delivered and sold through the association WFP gave them a batedeira and a laboratorial kit to control de quality of the grain as to enable them to meet its rigid demands for quality. CLUSA provides its assistant on time	The machines are also used by singulars to guarantee the sustainability.
6	How was life before the projects?	They used to sell in disorganised manner and at low prices. But now, they plan production and commercialization; every year. They manage to give seed to each member of the association; and every member brings his/her products to be sold at the association. Before their used traditional storage and kept the product in	Access to inputs and markets, knowledge of technologies, productivity, access to finance

		kernels today they have improved storage facilities and keep the grain in bags. "We live better now." Before they were not expert, they did not know the usage of the production techniques, Today, with supervisors of Clusa they the techniques of production, **associativismo,** small business management, formalization. They have improved storages; they have a warehouse with capacity for 150t and A.PC (extension worker) with uniform and equipment. They can ask for loans (due to contract with WFP) They do not use fertilizers, they deny using it. " our field is already fertilized"	The trial with fertilizers (Agrifuturo with IFDC) did not yield good results and producers are reluctant to use them
7	Have you been able to sell your products? How are prices set?	WFP Buys Maize Boer beans In 2011 Was 150Mt (a recipient of 20 litres) But This Year Is 180Mts In Catandica Butter beans 2011 Was 400 Mt This Year Is 500 -550 Mt In Catandica Soya - Abilio Antunes (access facilitated by CLUSA, do not have a contract with him but he buys everything delivered throughout the year) paid for more than 30t – 20 Mt/Kg and for less than 30T 17.5 Mt/Kg. the association buys the product from farmers at 15Mt/Kg and pays for the transport to the selling point. If one goes to Abilio Antunes to sell soya individually, he will pay 13 Mt/Kg and the person still has to pay the transport costs by himself. The association purchases maize from members and non-members and pays promptly at 6Mt/Kg. there is always a difference of 0.5Mt with the informal market price. For those members who provide their product in advance to enable the association to meet the volumes of the WFP contract (as a loan) 7Mt/Kg is paid as an incentive. In the season of 2010/11 only 6 members advanced maize and in the season 2011/12 17 advanced maize to the association as they saw benefits in waiting. They have contract with WFP signed 2 years ago to sell maize (WFP was brought by CLUSA). In 2011 they sold 60t and this year they sold 120t. The contract with WFP is strict in quality but pays well. First batch paid 8.57Mt/Kg and the second 9.07Mt/Kg	Where do you sell your crops today? And before? Enquire about price change. Are they making more or less money? Productivity has improved: from 35 bags of maize (50Kg) harvested to 45 bags harvested today Soya – distributed 6690kg of soya seed to farmers and have received back 14,950Kg (high rate of return) Transport costs – from production areas to the association 20 to 30Mt/Kg From the storehouse to the

		The association buys maize cash for 6Mt/Kg while members who are willing to wait are paid 8Mt/Kg Soya – is sold to Abilio Antunes and to JAM (in Beira)	market (e.g. Abilio Antunes 30 to 40Mt/Kg)
8	What are the different sources of income in the communities?	The main economic activity is agriculture. Many people also are traders (agricultural products and food goods) Women also sell fresh vegetables and fruits Farming and commercialization Crops such as tobacco, cotton, beans vegetables and fruits are also produced	Assess economic activities/ skills and link with any promoted by the project
9	How are the woman/ men/youth involved in the projects?	Yes, there is no distinction They are all involved.	Activities /skills
10	How has your family benefited from any of the projects?	Developed houses (they build new houses with bricks, glasses for the windows) and buy furniture, one has opened a shop to sell products of the basic food goods, another has bought mini bus and solar panel. Some members have bought motorbikes; one has a car, water pump for the farm, a freezer for the shop among many other assets. With commercialization of soya and maize they bought bicycles, plough, animals, car and they are building better houses and better storages	More food/ labour freed for other activities/skills learned
11	Have you shared what you learned with others?	Yes, we call the community and we explain how to implement new techniques in demonstration plots and APC (agriculture extension workers). 2 of the APCs presented in the FGD were new. They had seen the production techniques used by the members and applied on their fields.. They had also sold to the association as non-members in the previous season and saw the price benefits. They saw the results and decided to join Yes, they share with others. They have a farm's day to explain and demonstrate	Who and how many? What impact did it have in their lives? "antes vendia o produto no Chimoio, ganhava pouco e era menos vantajoso. Mas aqui na associacao, e melhor, gasto pouco (transporte) e ganho mais (preco)"
12	If the project/s were to end, would you continue to	Yes, they would keep working after CLUSA's exist "We have knowledge of production." "The help of CLUSA served to strengthen the knowledge	

	practice what you learned?	that already existed." "We would continue working to even convert the association into a cooperative" They have learned a lot with CLUSA and it is inside their minds. They can carry on. They have the materials (manuals and tools).	
13	Were there any problems with the project?	WFP delays to pay for the maize collected and it has implications on the loan they received from BOM	
14	What and how can the project improve its performance?	The association is only focused in crop production, they would also like to produce livestock; They have serious difficulties in transporting the product from the farms to the association due to the great distances and poor roads. If they could have access to a loan to purchase a tractor or even ox to work the land and help in the transport from the production area to the association, they would be willing to pay for it. Would like to receive further training as to ensure the new members also benefit and the old ones refresh the knowledge	

Observations:

The late information of the date and time of the FGD affected the ability to invite all members and have women represented. The FGD facilitators were told that the association had had a meeting on the 1st of October to plan their activities for the new season and after which the members went to the production areas. The distance from the areas to the association and the late schedule of the meeting were given as the reasons for no women to attend the FGD. Nevertheless, 3 APC, 3 members of the board, and some members attended the FGD (12 people) which can be considered as well represented.

Form D – DSA: Microfinance

Issues		
What are the different economic activities practiced in this communitoy?	Farming Agriculture is the main economic activity/. Activities such as brick making/coal production/trading supplement the income of the household. (Carpinteiros, pedreiros, comerciantes, fazem carvao, peneiras.)	Dif Men/women/youth? Yes, women sell vegetables and fruit Youth go to school, have small businesses and practice farming
How is the money obtained used by each group?	women sell vegetables and fruit Youth go to school, have small businesses and practice farming	Men/women/youth?

	Men, make bricks	
Is there any money left?	Yes. There is. Yes, money from the joint sales in the association is used to pay the expenses/running costs of the association	If yes, what is done with it? If not, why not?
If yes, where do they keep the money?	BOM e BT In the account of the association	
What services (formal & informal) exist for people to save/keep their money/ borrow from/ transfer?	There Is BOM, Standard bank, BT and BIM. The association used to use Standard Bank for credit and saving at the time of GAPI. Others know BIM because they have individual accounts. BOM (they were taken by CLUSA) and BT (they used in the 1st year) Don't use informal services, used to do rotation loans and savings but had problems with the group and decided to discontinue.	Let them name. If none, is mentioned, ask if they know BOM
If they know BOM, how do they came to know about it and what does it do?	They know BOM through WFP to facilitate the commercialization. Yes, they know because last year, CLUSA took them to BOM and used the WFP contract as a guarantee to ask for a loan. In 2012 this year, CLUSA was only an assistant	BOM is closer in Nhapassa. Every Tuesday and Friday they come to Catandiga (mobile unit, they may deposit or withdraw money)
Do they use it and how?	Yes for commercialization. they went to BOM to create a partnership (they did not go before because they did not have enough money) and in 2011 they asked 160mil Mt loan to buy 60t = On the 1st season they could pay all the money. On the 2nd season they also paid because they did not need a lot of money. 2012/13- the need 528.000,00 Mt (loan from BOM) + 21540kg of Maize (contribution from 17 members – 21.5T) for the season. To purchase maize from the farmers as to honour the WFP contract (members and	Do they know others who use it? From the sale o the soya they have in the bank 100,000MT and 45,000Mt from the sale of the maize.

	non-members)	
How long has the service being used?	Since 2011 Acquired the loan in 2011 to finance agriculture commercialization of maize and now for the season 2012/13. In the previous season borrowed 257,000Mt from the bank, the members provided an advance of 13T of maize.	Ask the purpose behind using the service (save to purchase something or loan for something) In the 2012/13 season, they borrowed 608,000Mt and the members advanced 22T of maize
How does it contribute to the community? How relevance is their contribution? (meeting financial needs of the communities)		Note positive and negative accounts and reasons
If you have a loan, are you succeeding in repaying the loan?	Yes, they are. In 2011 they repaid all the money. In 2012 repaid also because they did not need to take a lot, they added to money that they already had. They worked well with the loan but had problems in repaying it due to the delays in receiving payment from WFP. The delay resulted in 19000Mt interest rate late payment to the bank.	If not, what are your difficulties?
In the future, will you be able to access?	Yes, because they know where to find it. Yes, this season they went to the bank directly without the support of CLUSA. They already knew the procedure. By themselves did their plan and sought the banks assistance.	Do they know the conditions, procedures to access loans and do they feel ready to manage it? "No primeiro ano com a forca da CLUSA nao custou muito porque estava a nossa frente, foi o nosso padrinho." "este ano a CLUSA foi assistente."
Have they seen or know someone whose life has changed because s/he used the BOM service?	There are members who already have applied for personal loans to finance agriculture production (purchase inputs) they are waiting fro the response. The bank (BOM) has approached them and said it was available to provide this type of	As for examples: 2 min relay (max 2 people) They know people who have taken loans from BOM to finance their trading activities

	service.	and are doing well
Ask those who don't use it if there is a particular reason for not doing so	They don't use the bank services because they don't have enough money (to open an individual account)	Has this conversation improved their knowledge of the services?
What can be done to improve the current service?	They ask for a loan to buy Ox to transport from the farm to the association	Loan to buy a set of ox to plough and transport. Considering that each Club has about 30 members 3 to 4 members per junta could pay the Ox

Zambézia province

Nicoadala district – IRRI

FGD: Form C – IRRI Project

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	WV IRRI	
2	What do they do?	IRRI – rice production (testing of new varieties) WV nutrition, health, hygiene and food security	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	In 2011 IRRI taught them to irrigate, to use fertilizers, and facilitated the ploughing of the land with tractor. The objective was to test run new rice varieties. World Vision – started working with them since 2008. Has trained them in nutrition, health, hygiene and sanitation. Also provided some help in the management of the association. Is part of the Ogumania project	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Ogumania – "juntos" – rede de organizacoes – VM, Ukuvena, RITA
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	They produce more quantities and with more quality than before. IRRI promised to also help plough the land in the 2012 season The labour used in the 2011 season was paid (the members and the community	Has any of you been affected by any of the projects directly? How? If they do have a guaranteed market they will receive better prices

		was paid as labour to prepare and the land plant the Macassane variety) the money was used to meet family needs IRRI also repaired the irrigation system which is used by the community. Now it is available for the farmers. IRRI has also promised to purchase all the rice seed they will produce. "sera que e verdade"	because at the market they sell the rice for 5 to 6MT/Kg
5	Was the support provided on time and enough? Did it meet your needs?		Effectiveness (meeting desired objective) They pay **joia** of 50 Mt a month to guarantee and in the season they buy seeds. They buy seed in Quelimane
6	What are the different income generating activities?	Men - Farming, fishing, and basket weaving Women do most of the farming activities, sell fresh vegetables and raise small livestock	They have more income in selling fish due to market of rice that is poor.
7	What crops do you produce?	Rice, fruits and vegetables (cabbage, tomato, round cabbage and pineapple cenoura, alface) Before 2011, without fertilizers they used to produce 80 bags of 50kg of rice In the last season, produced 200 bags of 50kg. With good climate conditions they can produce 1ton in 1ha.	Access to inputs and markets, knowledge of technologies, productivity, access to finance
8	Where do you sell your crops today? How are prices set?	They sell their crops in the local market and Quelimane (Matvelo commercial). There is not a potential market to respond their production. They sell rice (com cascas) by 5 or 6 Mt at the market in Licuare. There are not fixed prices, they vary according the market that day. There was a proposal from IRRI to buy rice but no answer since then.	Are they making more or less money?
9	How has the cultivation of rice changed?	They used to produce low quantities and without quality The production has changed; they produce better and use fertilizers.	How was it before? New practices? Is the change for the better?

10	Have you received support in the rice production/selling?	They receive support from IRRI in the rice production but they do not receive any support in selling. They don't have improved storages and rats eat their rice inside their houses.	How and from which entity? Clarify Gov's role from Project The govern sent a tractor to plough the fields.
11	What have been the roles of women/ men/youth in the rice projects?	The Women's work is in the rice production fields The men's main activities are fishing and weaving and crafts. Although, they help in the rice production fields. NOTE: in the field of the association there is no distinction of gender.	There are individual fields, **machamba escola** (where they learn the new techniques to apply in their fileds.) and field of the association (10 ha) where they (men and women) work every Tuesday.
12	How has your family benefited from any of the projects?	Now that they produce more, they keep a good quantity for household consumption. They buy soap buy exercise-books for their children and other things.	
13	Have you shared what you learned with others?		Who and how many? What impact did it have in their lives?
14	If the project/s were to end, would you continue to practice what you learned?	They would carry on because they learned and would teach others.	
15	What there any problem with any project?	Last year, IRRI promised to open more areas to produce more vegetables and promised to buy rice. IRRI has not brought improved rice. If they had finance and tractor they would open more areas	
16	How can the project improve their performance?		
17		They have problems of electricity, they don't know news. They can not buy a television, radio etc, because they don't have electricity near by.	Any comments/obs

Nicoadala district – World Vision

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	World Vision, USAID and Gumania	Gumania it is a joint of associations
2	What do they do?	W V – trains them in nutrition, health, water and sanitation	They only know Usaid but never worked with. They know better GUMANIA And Its sponsor Is USAID (Wv, CLUVELA, RITA.
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	WV has worked with them since 2008. They have involved all members and trained them to adopt new practices. How to prepare the food, produce vegetables and clean their houses	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	Today, their children are healthier, they know more about hygiene, water and sanitation and have an ambulance (it's a bicycle with a bed)	Has any of you been affected by any of the projects directly? How? Contrucao de latrinas melhoradas, casas de banho, lavar as maos
5	Was the support provided on time and enough? Did it meet your needs?		
6	What were the main diseases in this community 5 years ago?	Malaria, diarrhea and malnutrition Before the person would lose weight, and lack appetite, today the children don't have worms "as barriguinhas estao limpas"	And Now? Those diseases are still prevalent but not as much as they used to be because not they have **mosquito** nets, they wash their hands, they drink purified water (certeza is free, not for sale), if there is not certeza they boil.
7	Do children die a lot before the age of 5?	Not too much, children's death has reduced because they give papa melhoradas and they know the signs of malnutrition (weight, red hair, big belly).	If yes, Why? If no, why not?

8	What do you do before eating or after going to the toilet?	They wash hands and pray before eating Wash their hands after using the toilet W.V has taught them hygiene	Where did you learn that?
9	How has that affected your life and that of your family?	now they are conscious that the nets are not for fishing but to protect their health	And before?
10	How do you prepare your meals today? Has it changed? How and why?	They have three meals a day Produce and eat vegetables. Today they know how to prepare the vegetables	Assess acquired knowledge in food preparation techniques
11	Have you shared what you learned with others?	Yes, there are some volunteers (activists) that go around the houses to teach what we learn with WV.People accept their visits	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, they have learned and they will continue to teach others	
13	What there any problem with any project?		
14	What and how can the project improve their performance?	They need a tractor to use in the farm. The last tractors were from SDAE which came to work their land because IRRI facilitated.	

Continua para os outros districtos

MUCUBA DISTRICT- ADRA/WFP project

THERE ARE QUESTIONNAIRES FROM MEN AND WOMEN

FGD: Form A – Agriculture & Enterprise development Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	ADRA and WFP ADRA	ADRA and USAID are their partners
2	What do they do?	ADRA- Health and Nutrition, furos de Agua, Seguranca Alimentar, Alfabetizacao. WFP buys Maize OPI saude reprodutiva OSSANDJAIA. Teach them agriculture technologies and to identify the market,	Inside ADRA there are other projects which are Ossandjaia, Gumania, Samatra, Agua da Vida and ADPP

		health and nutrition. ADRA teach new techniques in the agriculture field	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Yes, ADPP in Alphabetization, SOSSANDJAIA in Seguranca Alimentar, GUMANIA Health and Nutrition; SAMATRA in and Agua da Vida ADRA involved them in opening large farms.	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	The projects have a great contribution because there was difficulty to be organized in groups as they are today. Today they sell all together in group. Now they have large farms, they separate crops for household consumption from for the commercialization. They produce more peanuts when they don't burn grass serving as fertilizer.	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?	Yes!	ADRA gave them 10 bags de cimento, 40 barrotes to build the warehouse and OPI gave them 25 bags de cimento e chapa de zinco
6	How was life before the projects? "Entre hoje e ontem, existe uma diferenca. A vida de algumas pessoas esta mudando" It was difficult to speak with WFP but today, they speak directly to WFP to celebrate their contracts. "Ja tentamos, mas nao ha nenhum servico que da fundos na area de agricultura.... se o BOM	Before They use to mix the product in the same field (peanuts, maize, beans) The project they used to burn grass, I. They were not used to keep for household consumption. They used to produce 16 or/and 17 bags per 1ha. They separate the products in the field, peanuts, maize and beans are not planted at the same place or field. They don't burn grass they are conscious that can be used as fertilizers. today, they keep for household	Access to inputs and markets, knowledge of technologies, productivity, access to finance There is no access to finance (loans) BOM doesn't finance agriculture. They contact BOM through ADRA to ask for loans but they haven't response so far

	desse, levariamos porque o objectivo e alargar as nossas machambas "	consumption and sell all together as whole they produce 20 bags per 1ha Before the project they used to have small fields 500m and sell almost all the products without leaving for household consumption. They used to burn grass in the fields. Today. They have big farms (1ha or 2ha), they don't burn grass and they are aware about the importance of leaving grass and they see positive results in the production, They produce and keep some products for household consumption and they commercialize in group. They used the mix all seeds in the same farm but when ADRA came, told them to separate and now each product in its farm.	Maize and peanuts are the cultures of more income. They sell peanut, beans and cash nut to local business men, Alife quimica. in Milange also, when the price is higher there than here.
7	Have you been able to sell your products? How are prices set? "Ao nivel nacional nao existe um preco estabelecido no mercado internacional"	They sold maize to WFP. Beside the delay, WFP pays better than others. They used to sell their products in the street to vendedores ambulantes Now, they sell their products as a Union. Its more profitable than as individual. Yes! They have. They produce peanuts, beans. The crops with more income are maize and peanuts In 2011- lava mao 5kg- 300Mt, 5kg (em casa) nao se comercializa bem. In 2012, maize 20kg (lava mao) 5kg-15 In 2012. The association sold maize to WFP at 6.9 Mt/kg**…..** in 60ton agreed to sell to WFP they could only sell 30ton because they didn't not produce much.	Where do you sell your crops today? And before? Enquire about price change. Are they making more or less money?
8	What are the different sources of income in the communities?	The main activity is Farming. But they are garimpeiros, pedreiros. ferreiros, they need some finance. They used to perform other activities before the civil war. But, during the war	Assess economic activities/ skills and link with any promoted by the project

		they lost their tools and since then they have stopped performing because they don't have tools.	
9	How are the woman/ men/youth involved in the projects?	All are involved. The sponsors didn't accept the involvement of children in the project	Activities /skills
10	How has your family benefited from any of the projects?	The profit is to sustain their families, and investment in the mao de obra	More food/ labour freed for other activities/skills learned
11	Have you shared what you learned with others?	Yes, they teach others the new techniques. Each member has 5 afilhados (five non-direct beneficiaris) to teach them. Yes, they were taught to teach others	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, we would carry on.	
13	Were there any problems with the project?	WFP does not honour the contraact regarding the payments.WFP delays to pay them. But, once they are anxious to sell they wait. We are in need of tractor to open more areas. WFP had 4 months delay to pay them. From august to December	They think of e keeping some money to help
14	What and how can the project improve its performance?	They need tractor.	It is difficult to plough the land using hands. There are people somewhere around here that hire tractors but the queue of farmers waiting for the tractor to plough there land is too long.

World vision project

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	ADRA and W V	

		ADRA	
2	What do they do?	ADRA teach them to hygiene	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	ADRA through OSSANDJAIA teach them aspects related to health, nutrition and sanitary Yes, they were to taught how to avoid malaria (use nets and eliminate CHARCOS and berry dirty) and diarrhea.	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	Before these projects they were constantly sick with malaria and diarrhea. Children were malnurished. Today, they have better lives the prevalence of children's malnutrition has decreased considerably. They know how to identify children suffering from malnutrition and they recommend to give enriched papa The projects helped the community in reducing the index of diseases Children used to have low weight and problems in their development. They used to suffer from diseases (malaria and diarrhea and malaria every time.	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?	Yes	
6	What were the main diseases in this community 5 years ago?	Diarrhea cholera and malaria Malaria and diarrhea were the most common diseases and they used to be sick very often	And Now? There are diarrhea and malaria but not as much as they used to be. They still exist but not that often, someone may get sick once or twice a year,
7	Do children die a lot before the age of 5?	Not too much. Children used to die a lot because of malaria, cholera, diarrhea and malnutrition but today they know that	If yes, Why? If no, why not? There was a myths (mitos) that children

		they have to give them papa, fruit.	don't eat fruit and eggs. But, that problem has been overcome.
8	What do you do before eating or after going to the toilet?	They wash their hand. ADRA taught them. Wash their hands	Where did you learn that?
9	How has that affected your life and that of your family?	The rate of illness has decreased, they now have latrines. They can rehabilitate children with malnutrition. Their children used to have low weights but now it has changed. They give enriched papa and other food stuff recommended. Their family don't suffer a lot from malaria and diarrhea due to new practices they have learnt like eliminating charcos and burry dirty to avoid mosquito.	And before? They were vulnerable to diseases.
10	How do you prepare your meals today? Has it changed? How and why?		Assess acquired knowledge in food preparation techniques
11	Have you shared what you learned with others?	Yes, they teach others When they come across with a children suffering from malnutrition they recommend to give the 4 foods recommended in healthy care (which give power, fat, help in growing up and those that protect our body against sickness) and enriched papa. So, they disseminate their knowledge and experience	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, they would carry on. They know and practice what they learned.	
13	What there any problem with any project?		
14	What and how can the project improve their performance?		

FGD: Form A – Agriculture & Enterprise development Intervention

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	ADRA and ADPP ADRA, Gumania and ADPP	ADRA has been working with them since 2010 and ADPP begun working with them this year They have been working with ADRA since 2004, ADRA taught them enxertia and they were not an association but individuals
2	What do they do?	ADRA teach them the techniques of production and give seeds to the community. ADRA assist in agriculture, health and nutrition. Gumania assist in health (pregnant women- pre natal, waiting houses casas and ambulances) ADPP assist in alphabetization	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Yes, ADRA involve them in teaching and demonstrating new techniques. ADRA technical assistance in agriculture (production, commercialization, health and nutrition) ADPP help alphabetization empowerment of the association regarding their rights and negotiations	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	With production techniques taught by ADRA they produce better, although they don't have a market to sell. They learned to build improved storages and to open big farms. ADRA taught them to keep crops for household consumption and to use as seeds. They work and sell together then divide money among them. Before they divide money, each member knows how many kg s/he has left and it is written, they consult the register than give money.	Has any of you been affected by any of the projects directly? How?

5	Was the support provided on time and enough? Did it meet your needs?	ADRA brings peanut and maize **na epoca das sementeiras.** But not better seeds, sometimes rotten.	
6	How was life before the projects?	They used to burn grass but today they keep it in the fields to use as fertilizer. Today, they use rows and produce more. They had small farms; they used to sell almost everything without keeping some for family's needs. They used to have a low production because they were not using any production techniques They to used to harvest 1 or 2 bags of 50Kg in 1ha. But after the training the productivity increased to 10 - 15 bags a 1ha. In that area, they produce better the seed of maize, in 1ha they can produce 25 bags de 50kg For the plant to grow comfortably and to produce better, instead of removing the weeds only once, they hiller 3 times. They plant in November and harvest in March.] After the harvest, they concentrate their crops and all together look for someone to buy. But before the project, they were not used to do that but sell their crops individually.	Access to inputs and markets, knowledge of technologies, productivity, access to finance
7	Have you been able to sell your products? How are prices set? They produce maize, peanut, varieties of beans, sorghum and cassavas. They went to Mocuba to look for a client that could pay more and better but they didn't find. Then, appeared someone in their area who paid 20 Mt/Kg	They look for someone to buy crops; can be an organization or an informal client. When it's a local person who comes to buy crops, if s/he says 10 Mt/kg, they ask for it to be sold 11Mt/kg. They had planned to sell peanut for an organization but did not come to buy and they had to sell it to an informal client. Direccao distrital da agricultura prometeu vir apoiar nos na venda dos nossos produtos mas nao veio. They have big farms and produce more.	Where do you sell your crops today? And before? Enquire about price change. Are they making more or less money? The association has some money kept locally. Nobody has a banking account, their money is kept home.

		In 2011, 27 members concentrated 3300 Kg of maize and they sold 1000 Kg at 5 Mt/Kg and 2715 Kg of peanuts and they sold 1745 Kg at 29 Mt/kg. The seeds are kept in the association There are more selling together than individually	
8	What are the different sources of income in the communities?	Farming The main source of income is farming but there are other activities.	Assess economic activities/ skills and link with any promoted by the project They create livestock (chicken, pigs, rabbit and doves)
9	How are the woman/ men/youth involved in the projects?	There is no distinction. " se os homens disserem que vamos trabalhar ate as 10, elas tambem vao ter que trabalhar ate as essa hora." There are distinctions. Women work in the fields of rice production; build clay pots. Men work in the production of maize, Irish beans and peanuts. They also make mats, mortar, and peneiras. The men are the ones who bargain the price of the crops. When the sell their crops, the couple together decides its application	Activities /skills They said that both should not be at the same farm because there is another one. So, they work in both farms every day.
10	How has your family benefited from any of the projects?	They produce more They have food to feed themselves because they store They have big farms and keep food for household consumption. When they produce, they keep more than 50% of the crops for household consumption and the remainder to sell. They have better houses (brick and zinc) and they buy radios, solar panels	More food/ labour freed for other activities/skills learned One of the participants sold 14 bags of Irish bean to construct better house Other participant, has sold some crops to buy bicycle and 2 cell phones; and Another participant, to buy cloths and he kept another for other needs.

11	Have you shared what you learned with others?	Yes, they do. Yes, they have! Some people see their farms and production and they do the same. But now, they have 150 apadrinhados that come to learnt	Who and how many? What impact did it have in their lives? Apadrinhados – people from the community that each member is responsible for teaching the new practices
12	If the project/s were to end, would you continue to practice what you learned?	Yes, they would carry on; they use the techniques in their fields. Yes, they would continue because they are already used	"Vamos para frente porque estamos habituados"
13	Were there any problems with the project?	They don't receive better seeds from ADRA, sometimes they bring rotten ones with insects inside. They don't have where to sell their crops They ask for a Milling machine and a thresher (moageira and debulhadora	They ask for a potential market to buy their crops they asked for finance from ADRA and it sent that request to Government, but they haven't received any answer. They are willing to pay
14	What and how can the project improve its performance?		They have all documents regarding the financing ready, they are waiting for someone who can help them

ADRA PROJECT

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	ADRA and ADPP ADRA	They don't know WFP
2	What do they do?	ADRA health and nutrition fields. ADPP is there since June and it assists in the construction of bricks. ADRA assists in health and nutrition	

3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	They are involved in nutrition and health; some of them are volunteers, mid-wives and activists. They learn to build latrines, kitchen sinks and use mosquito nets	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	Now they don't get sick very often. They know the signs of a child suffering from malnutrition. They know they have to give enriched papa to increase weight. If they fail to solve the problem, they take the child to hospital. They created a health council They were not used to give water to someone suffering from diarrhea but today, after being taught, they know that it is important to give water. The sanitary unit is in the neighboring communities. In their community, there is not.	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?	Yes, it meets their needs	
6	What were the main diseases in this community 5 years ago?	Malaria, diarrhea and death during the child birth. Malaria and diarrhea still exist but, they are not as much as they used to be. They have problems regarding death during the child birth because there is no any hospital nearby, the brigade only go there once a week to take care of children. Cholera, diarrhea and malaria	And Now? They still exist but they know the prevention. They still suffer from those diseases but not as much as they used to
7	Do children die a lot before the age of 5?	Yes, because they were not used to take injection and pills. Yes, not only children even adults. They suffered from diarrhea and cholera malaria (they know now) and they did not why so many deaths.	If yes, Why? If no, why not? Now, they die because death is natural, but it's not compared with 5 years ago.
8	What do you do before eating or after going to the toilet?	They wash their hands. Wash their hands	Where did you learn that?

9	How has that affected your life and that of your family?	Things have improved a lot They don't suffer a lot from malnutrition, diarrhea and other diseases. When a child suffers from malnutrition, they give enriched papa and if they fail to cure, they immediately approach to a sanitary unit Their families don't suffer a lot from those diseases because, they already prevent themselves. They walk miles to fetch water in the furo de 25 de Setembro	And before? They used to drink water directly from the river where other used to defecate They were not used to use the sanitary unit services, but consult healers (traditional doctors)
10	How do you prepare your meals today? Has it changed? How and why?	Hoje, lavamos bem os alimentos e deixamos cozer bem. But, they were not used to do that before. They prepare taste meals and with ingredients produced locally.	Assess acquired knowledge in food preparation techniques
11	Have you shared what you learned with others?	Yes, they share in the community and in church. Yes they share	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, because what HOPE taught them, they carried on practicing. Yes, they would carry on	They learned practices during the HOPE project. But, they still practice. So, if ADRA goes, they are going to continue.
13	What there any problem with any project?	They are far from the health's network. The sanitary units are too far from here.	
14	What and how can the project improve their performance?	When they go to other communities to share their experience in health and nutrition, they don't have anything that declares that they are volunteers or activists, they are asking for t-shirts, caps and bags.	Once the brigade only assists children. When the old ones get sick, they walk miles to Mocuba to be assisted.

Gurue district- WORLD VISION

FGD: Form A – Agriculture & Enterprise development Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this	WV, WFP, CLUSA	WV facilitated the

	district		contract with WFP.
2	What do they do?	WFP WV teaches them the new techniques of production, to stock their crops and teach them to build improved storages.	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Yes, they have been beneficiaries of the WV project. They have been taught to plant in rows (compass). New varieties of seeds were introduced for, maize (Matuba) and beans. Soya is a product that was introduced recently through the CLUSA partnership. CLUSA is used to collect names of the farmers/association. Then, bring seeds and distribute among them. With 10% de juros. if one takes 50kg has to return 60.	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	They plant in alignments and compass, more people have learned this technique. They also learned agriculture of conservation: not to burn the ground, open holes on the ground to make compost which is used as fertilizer. They use the grass to cover the seedless thus improving the humidity and protecting the plants from the direct sunlight. Plough before the rainfall ("comer o elefante") Over the years the sizes of their farms have increased " nao ulimar um olho de gato mas sim fazer machamba grande" They have new storages (gorongoza) with 1ton capacity and metal with 900 or 950 kg They have acquired equipment to remove the grain from the kern thus reducing the time. They have learned to plan and stock enough food for their families (as per the household size), before they used to sell everything and go hungry. They have big farms and market to sell	Has any of you been affected by any of the projects directly? How? The demonstration is made in the farm of one of the members; the association doesn't have a farm. In a plot of land of 0.5Ha without the use of compost and no soil preparation, they would harvest 3 to 5 bags of maize (50kg). however, in a plot of the same size in which compost is applied and the crop is planted in rows, 10 to 15 bags are harvested.

		their crops.	
5	Was the support provided on time and enough? Did it meet your needs?	Not always	
6	How was life before the projects?	They used to burn grass in the farms, to mix the crops in the same farm without any particular organization, they were not used to prepare the land. That's why they used to have a low production. Today, they don't burn grass, they prepare the land, use compass/plant in row and fertilizers (organic compost and chicken litter) that why they produce more. Post-harvesting handling and storage has improved significantly: Before harvest, they debulham, fumigam and keep in gorongoza storages (gorongoza storages have 1ton capacity).	Access to inputs and markets, knowledge of technologies, productivity, access to finance
7	Have you been able to sell your products? How are prices set?	Yes, in 2011 King Frango (Nampula) promised to buy soya before the season at 16 Mt/Kg and they sold to them. In 2012, King Frango promised to buy again, but with lower price than the Indians. To supply to KF the association would have to collect the soya from the members, organize and pay for its transportation to Nampula and sell the product at 14 Mt/Kg.. The Indian traders bought at 17Mt/kg right there in the village. In group, they sold maize to WFP, but it only paid them a month later. Their contract with WFP is to supply 90T but due to the shortage of maize they haven't met the target yet. The Indian traders buy maize at 5 Mt/kg and WFP bought at 7 Mt/kg. They sold feijao boer (Boer bean) at 10/	Where do you sell your crops today? And before? Enquire about price change. Are they making more or less money? They were taught by WV to stock products for household consumption according to the number of the family. They used to sell control less. Crop prices are too low. They still struggle to access markets. They often sell individually and only sell maize as a group. The low prices are very discouraging as they don't get any profits from the hard work.

		11 Mt/kg to buy maize for household consumption as production was low this season and they don't have enough of their own.	They are also discouraged by the intermediary traders. The large buyers arrive in the district to buy but lease through local traders that lower the prices significantly. For instance, if the price of the butter bean is 30Mt/Kg at the large buyer, the trader will buy from the farmer at 24Mt/Kg or lower. In addition, the scales are not accurate thus misleading the real weight of the product. They would like to sell directly to the large traders as an association/forum.
8	What are the different sources of income in the communities?	Farming	Assess economic activities/ skills and link with any promoted by the project
9	How are the woman/ men/youth involved in the projects?		Activities /skills
10	How has your family benefited from any of the projects?	The money is not enough but they buy exercise-books, school uniforms for their children. Zinc for the roof for their houses, radio and they have money to pay other workers in the farms of "o ollho de gato" e preparer a terra. They sold beans at 10 Mt or/and 11 Mt to buy maize for household consumption.	More food/ labour freed for other activities/skills learned The use of compost and chicken litter has improved yields.
11	Have you shared what you learned with others?	Community meetings, household visits, community promoters	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?		
13	Were there any problems with the project?	The preparation of the land is on time. But the distribution of the seeds is late. While they wait, the grass grows up to	The seed distributed is to add to that stored. The seed from WV is

		40cm and as a result they don't have profit, it affects the work. Not secured markets and have to submit to the informal traders' price determination. WFP pays more than the agreed 15 days	free and the one sold at SDAE is 60 Mt/kg
14	What and how can the project improve its performance?	Soya is a difficult crop and is costly to produce. They ask for credit in money and in seeds to cover its production. Help them to identify/link to markets Help them get organized to sell other crops together.	They would like to have better and more readily access to the chicken litter used as compost. Last time it was brought to them and now they don't know where to acquire it.

WORLD VISION PROJECT

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	WV	
2	What do they do?	WV assists them in health, nutrition and sanitation	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	WV trained the association in health and nutrition and hygiene and sanitation	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	They know the importance of using mosquito nest. They have toilet/ latrines They know the 4 groups of food. The IT – has the capacity to provide transfer documents for sick people so they can be accepted at hospitals and receive further treatment. Use local foods such as moringa and papaya to make fortified porridge	Has any of you been affected by any of the projects directly? How? One of beneficiaries present, confessed receiving help and having changed eating habits/diet

5	Was the support provided on time and enough? Did it meet your needs?		
6	What were the main diseases in this community 5 years ago?	Diarrhea, malaria and malnutrition	And Now? Today they boil water after they have collected it and before drinking/using in household shores. So diarrhea has reduced. With mosquito nets, malaria has reduced.
7	Do children die a lot before the age of 5?		If yes, Why? If no, why not?
8	What do you do before eating or after going to the toilet?	"Lavar as maos" Usam o Tip-Tap – e nao a bacia	Where did you learn that? Before they used one common basin to wash the hands after using the toilet and before eating thus contaminating each other.
9	How has that affected your life and that of your family?	They sweep their houses and yard and They have latrines. They have and use the mosquito nets to prevent themselves from malaria and they know its importance. Today, they boil water before drinking. They are clean!	And before? They used to be sick almost every time because they used to defecate everywhere, take a bath in the river and they were not used to clean their houses. They used to use the same bacia/container to drink water… and to wash hands-contamination
10	How do you prepare your meals today? Has it changed? How and why?	They were taught the importance of having at least three meals a day even when they go to their farms: at 9 o' clock, 12 o' clock and later at night. They also learned that they should eat fruit Not just eat the bean but to add condiments to it to make it more tasty and nutritious	Assess acquired knowledge in food preparation techniques

11	Have you shared what you learned with others?	Yes, They arrange a meeting for people to learn Visit hospitals and have voluntaries	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, we have learned. WV has been with us for a long time.	
13	What there any problem with any project?	There are no equipment for them to demonstrate their work in the communities: they need utensils to prepare the meals, clean and identification clothes.	
14	What and how can the project improve their performance?		

NAMPULA PROVINCE

MONAPO DISTRICT- **Africare project**

FGD: Form A – Agriculture & Enterprise development Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	AFRICARE AFRICARE	
2	What do they do?	Technical assistance in agriculture AFRICARE assists them in production and conservation of the products (maize, peanuts etc.)s	Before AFRICARE, there was CARE that taught them matters regarding agriculture of conservation. But, they learned deeply with AFRICARE in project SANA
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	They are involved in technical assistance in the production of their products, they know how to produce fertilizers (dung), compass and alignment They increased their storages capacity. Africare taught them the techniques of production (alignment, compass, storage	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project

4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	Since AFRICARE is there, They use techniques of production in their farms (alignment, compass, etc), they produce better quantities and increased their storages capacities. They were taught to plant and produce vegetables. Africare has brought new seeds (gergelim and peanuts) to the community; They produce more and the project is used to bring seeds for the community. They are organized	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?	Yes, they are happy although the project doesn't find a market for them.	
6	How was life before the projects?	They used to burn grass farms, to plant almost all the crops in the same farm and without any sequence. They used to sell crops bearing in mind that they will need for house consumption. Now, they use the production techniques (**consorciacao**, alignment and compass) and produce good quantities. They have better control of their farms, its easy to count the lines. They increased their storages Before: They did not know the compass and alignment; they were not used to keep some products (crops) to the next season, even to use the consorciacao, they used to produce low quantities and mix all the products (seeds) in the same farm, the farms were not large, they used to have difficulties to plough the land, they used to work in half ha (500m square) and mix all seeds in the same farm and they were taught not to sell all crops, they used to low quantities and the seed sometimes used to get rotten	Access to inputs and markets, knowledge of technologies, productivity, access to finance

		in the land. Now: They have large farms with more than 2ha, the use alignment and compass, they were taught to build improved storages, to keep seeds to the next season and not to sell all crops. They use silos (storages) and put ash and chilly to kill insects Their plants grow better and they produce more.	
7	Have you been able to sell your products? How are prices set? They produce peanuts, maize, beans and gergelim and fresh vegetables In the season from 2011/112, they produce in the farm of the association 1ton in 1ha of maize and in their own farms they produce more less 600Kg. Depending on the area covered (humid and dry). In the humid area, they produce 15 t0 25 sacos of peanuts and in the dry area they produce 3 to 5 sacos with **casca.**	They don't have a potential market. People go there to buy their products. "*os compradores dos nossos productos veem nos roubar*" and there is no contract with them. " *se tivesssemos contrato seria muito bom*" They sold peanut at 10-15Mt/kg, Irish bean at 5Mt/kg and maize is 2-5Mt/kg but when we go to buy maize 40kg is 850 to 1000Mt. "*eles pensam que nos somos malucos*". When they go there to buy crops, they discount on the price of the products the price fuel "*o governo devia sentir pena dos produtores e estipular um preco fixo a fim de ajudar nos, nao temos apoio do governo no preco"* Regarding cotton, they wait till it gets ***rotten*** to buy at low prices. Yes, they have! There are no better prices even fixed because they don't have a potential market to sell their crop. There are no benefits, they only sell their crops due to other needs they have. They produce more but they don't have money because the prices are very low.	Where do you sell your crops today? And before? Enquire about price change. Are they making more or less money? The association has a stipulated price for their products and when they bargain, they stick on the price. But, those who are not the members sell with low prices. They end up decreasing the price. to avoid keeping the products home " **maize** They sold 1.5 or 2.0 Mt/Kg and they buy at **Irish bean** They sold at 2.5 Mt/kg and buy at 15Mt/kg **Peanuts** They sold at 25 Mt/kg and buy at 60 Mt/kg **Gergelim** They sold at 22 Mt/kg and buy at 60Mt/kg At the place they sell their crops, they buy seeds. It means that they buy their products but with high price

			They sell their crops in Monapo.
8	What are the different sources of income in the communities?	The main activity is farming but there are wood cutters, faz esteiras and carvao. Farming is the main activity	Assess economic activities/ skills and link with any promoted by the project
9	How are the woman/ men/youth involved in the projects?	Yes, they are all involved Yes they are all involved	Activities /skills
10	How has your family benefited from any of the projects? *"O dinheiro da USAID a nos chega porque recebemos os tecnicos que usam motos e carros para ajudarem nos"*	They produce better in good quantities. They have seeds and storages; they have food	More food/ labour freed for other activities/skills learned
11	Have you shared what you learned with others?	Yes, they mobilize the community to teach and others adhere Yes, They have.	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	yes, they would. Yes, they would care on, they are capable!	
13	Were there any problems with the project? In 2011, They went to administrative post to ask for loans of 300.000 Mt regarding the 7millions attributed by the government to help the communities, the loans was to purchase a moageira. But, they haven't received so far.	They sell the products at low price and there are no any benefits, they can't buy books, bicycles and they don't have better houses. They produce not motivated; it is an effort for nothing. They have asked for intervention of the government but there is no answer since then. There is no hope, their children who have attended 12 in school only drink alcohol and steal because there is no money There are problems in setting the prices. They only sell their crops because they have other needs.	There are no tractors to help opening new areas There are no problems with but they ask for AFRICARE to help them in commercialization, to find someone who can go there and buy for their crops a fair prices, AFRICARE only helps in production
14	What and how can the project improve its performance?	They ask for bags oleadas and treated to keep seed and protect against insects and rats. They ask for moejeira and tractor to open more areas and produce more	

		varieties of seeds to pay as a credit.	

AFRICARE PROJECT

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	AFRICARE AFRICARE	
2	What do they do?	Assists in health and nutrition Assists the community in health, nutrition and sanitary	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Eles vao ao posto de saude para fazer acompanhamento e partos They were shown the signs to identify children suffering from malnutrition and prepare enriched food and papa. Africare has improved their diet and helped to prepare food for themselves and their newborns; taught them to drink pure water using certeza; to clean their yard to wash hands and to use the services of the local hospital/clinic. They were given latrines and taught how to build a tip tap. They were taught to eat fruits (pawpaw and banana) after the meals and to have 3 meals a day (varieties of food). "*Comer bem nao e encher a barriga mas sim e variar os alimentos".*	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	They now use the sanitary unit and they don't get sick as much as before. They use tip tap; the index of diseases and deaths has decreased; it improved their diet. The pregnant women do not carry a weight with or more than 30kg, they shouldn't feel hungry for a long time; they have assistance before giving a birth and don't give water to a newborn.	Has any of you been affected by any of the projects directly? How?

5	Was the support provided on time and enough? Did it meet your needs?	Yes, it was on time and met their needs	
6	What were the main diseases in this community 5 years ago?	Malaria, diarrhea, malnutrition Malaria, diarrhea and malnutrition, ernia, sarampo and inchaso do corpo/imflamacao	And Now? They still suffer from those diseases but not as much as they used to, because they eat fruits with vitamins and other foods. They still suffer from those diseases but not as much as they used to be, because they use certeza (10mt) or boil water before they consume. They have latrinas, covas de lixo, tip taps, copa to wash plates. Now the use mosquito nets. (Pregnant women are given in the posto de saude) which buy in the shop.
7	Do children die a lot before the age of 5? Their children used to be thins and have big bells. But now there they are fat and healthy.	Yes because they were not used to feed babies with enriched papa, they used to give water and other foods no recommended to an infant aged of less than 6 month Not so much. They were taught not to give water to a newborn aged of less 6months	If yes, Why? If no, why not?
8	What do you do before eating or after going to the toilet?	Wash their hands They wash their hands with soap or ash	Where did you learn that?
9	How has that affected your life and that of your family?	They are more health now and they know that it's not recommended to give water to infants less than 6 month of life, but to give enriched papa and 4 groups of foods namely: those that give concentrated energy, power, fat and growth. They have tip tap and they clean the yards. The can identify a children with problems of malnutrition.	And before? They used to drink water directly from the river where other used to defecate They were not used to use the sanitary unit.

		The pregnant women do not carry a weight with or more than 30kg, they shouldn't feel hungry for a long time; they have assistance before giving a birth and don't give water to a newborn. Members of the family don't get sick regularly. Their bodies are healthy and have energy. They put ingredients when they cook,	
10	How do you prepare your meals today? Has it changed? How and why?	They now prepare better their meals with ingredients Men confirmed that the nutrition has improved a lot in their house. They eat fruits and matapa is enriched They prepare better their food now and it tastes good	Assess acquired knowledge in food preparation techniques
11	Have you shared what you learned with others?	They share with others. Yes! There are promoters who go to other communities to teach	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, they would continue and share the knowledge.	It wasn't easy for them to change their practices and customs.
13	What there any problem with any project?	*"Nos recebemos brigadas e dissemos o que pedem nos e eles apontam, mas depois nao ha resultados e nao ha resposta. Houve pessoas que passaram e registraram os orfaos mas nao acontece nada, porque? Quando marcam reunioes nao aparecemos porque somente fazem recolhas de nomes e depois nao ha seguimento."*	There is no help for orphans and old people. The sanitary unit is too far there. They walk miles to get there.
14	What and how can the project improve their performance?		

MEMBA DISTRICT –AFRICARE PROJECT

FGD: Form A – Agriculture & Enterprise development Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	AFRICARE and CLUSA SCIP and AFRICARE	
2	What do they do?	Assistance in agriculture Assists in the agricultural production	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	AFRICARE teaches them to use the production techniques. CLUSA has brought 4 silos because they asked. yes, they were taught the new techniques of production and to build new storages aprenderam a cobertura morta para os produtos germinarem.	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	They were taught to use compass and rows, not to burn the ground because it affects the productivity of the soils and the grass because it covers the soils from the direct sunlight, to use compass and consociation and rotation in their production. They have storages They know and use the production techniques.	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?	In the season of 2010/11, they received the seeds on time and the production was good and in the season 2011/2012, the production wasn't that good because there was a delay in distributing the seeds	
6	How was life before the projects? There were not used to use compass and rows. So, they used to have low production	They didn't know the usage of compass and rows that's why they used to produce low quantities. But nowadays, with the assistance of AFRICARE regarding the usage of production's techniques (rows, compass…), they	Access to inputs and markets, knowledge of technologies, productivity, access to finance Now if they produce 10

	Before they used to produce only for house consumption, sometimes to use as a payment for people who worked in the fields, because they did not have anybody to buy crops. But today, there is a part for consumption, to sell and use as seeds. The association works in blocks, but each member has his/her own farm that can have 2 or 3ha They are used to produce vegetables but the project has brought cenoura and repolho. They produce beans, peanuts, batata doce, cassavas, mapira and vegetables They used to produce gergelim but the climate condition doesn't help so much. Before the project they used to produce 6 sacos of peanuts and 3 to 4 sacos of beans in 1ha. But today, they produce 4sacos of peanuts in 20mx50m. and 5 to 6 sacos of beans in 1ha "*estamos felizes com estas tecnicas"* *When they select crops to use as seeds, They use some product (em po) that is against insects and they buy that product in Nacala.*	produce better. What they produce from the blocks, they sell, consume and use as seeds. Each member has its portion in the blocks. Before: The used to plant without any sequence, burn dirty in their farms, they used to harvest and to keep the seeds in the pot and put chilly and ash. The seeds were kept on the roof of the house and when it rains they put inside the house. Regarding maize, they used to keep on the kitchen so that smoke penetrates the bags and avoid the perforation of the seeds. Only seed that was in the middle of the bags germinated because other in the bottom of the recipient used to bake. The production was very low and they where not used to plant in rows and alignments They were used to sell almost all the products without keeping the majority side of the crops for household consumption Now : They produce more and plant in rows and alignments to identify whether the seeds have germinated or not and to facilitate the sough and harvest. They have storages (silos) and sacos armeticos to keep seeds When they learned the techniques, they implemented and the saw that it was better than before. When they produce maize, their production in 3 partS. 1 for consumption, another one for selling and the last to use as seed	bags of maize, they take 4 for household consumption, other 4 to sell and the remaining 2 to use as seed. The rotation of products has advantages. For instance, they plant cassavas for one or two years, then they change and plant maize or something else. They don't burn the dirty in their farmer to avoid erosion and guarantee it's productivity of the land (when they planted the rain used to drag the seeds and not to keep the land humid) If they produce for example 10 bags. They take 4 bags to sell (though they are not happy, just to solve other problems) and 4 for household consumption (it is suffice because they bear in mind that their relatives may come asking for something to eat) and the remaining 2 to use as seed.
7	Have you been able to sell your products? How are prices set?	Yes, the client is an informal and s/he came from Memba.	Where do you sell your crops today? And before? Enquire about price

	They bought maize at 2 Mt/kg, peanuts at 10 Mt/kg, mapira 1 Mt/kg, feijao cute 2.5 Mt/kg, gergelim 17.5 to 20 Mt/kg. They don't produce great quantities of gergelim for 4 years due to insects. They don't have seeds of gergim but they are anxious to get. Gergelim, Boer beans and peanuts are products with more benefits and other products are only for consumption. They have too much maize and none buys it, they only offer when someone asks.	sell their crops but individually and without a fix price But for the next season they don't know who is going to buy. They hope that a potential client approaches to them to buy. They will select for next year improved seeds of maize to a client No, they haven't been able to sell. They use for household consumption and to pay services for the next season. They sold peanuts at 25Mt/kg; they sell small quantities depending on their needs. Never comes a potential one to buy good quantities, they sell in the feira. The people that have come to buy crops, use bicycles to tie the products.(it means that they buy very small quantities	change. Are they making more or less money? They use the techniques and produce more but, they don't find a partner to buy their crops. They had asked for help to AFRICARE and they said that they would look for. But, they haven't brought any answer. They sell their products in the streets
8	What are the different sources of income in the communities?	Farming The main activity is farming. But there are other activities. Artesenato and carpintaria are only to produce things for household use because nobody usually buys.	Assess economic activities/ skills and link with any promoted by the project
9	How are the woman/ men/youth involved in the projects?	Yes, all are involved in the project. Each member in blocks takes his wife to work. "*Women are only simple members, they don't take any relevant position in the association/forum leadership, only men have important positions*" said one lady present *"We are instructing women*" said the presiden There is no distinction. Thought men apart from going to the farm they make carvao too and for women there is no ground to do other things because they walk miles to fetch water	Activities /skills
10	How has your family benefited from any of the projects? Each member has his/her farm	They produce more using techniques of production and They save food for household consumption. So, they have enough food.	More food/ labour freed for other activities/skills learned

	with 2 or 3 ha.	They have storages; they manage their crops avoiding selling all the products. They don't suffer a lot from hunger They produce more and other vegetables	
11	Have you shared what you learned with others?	They approach to others to teach, but something people do not accept due to myths. "*se vires que produtor nao usa as tecnicas e entras na sua machamba para lhe ajudar, ele pensa que estas a entrar para deixar drogas para nao produzir e manda-te saires*" They use the blocks' work as teaching and learning processes. Because, those who don't know the techniques can see and enquire about and then, apply Yes, they share! Can be in their conversation with non members or through demonstration field	Who and how many? What impact did it have in their lives? *um dia, passei de uma de senhora que estava a trabalhar fui junto dela para explicar e demonstrar como fazem-se as linhas e compasso. No dia seguinte, quando voltei a passar, para minha satisfacao, toda a machamba estava em linhas"* said a participant
12	If the project/s were to end, would you continue to practice what you learned?		
13	Were there any problems with the project? They are tired of false promises. People don't attend meetings because what they say is not credible. The main purpose was to plough 40ha and increase the number of the members. In 2011, the hired a tractor and ploughed 37.5 ha, they produced more but the crops got rotten because they didn't have market to sell to. If they had been given the credit, they wouldn't divide among them but, they would save in the bank (BCI in Monapo) and invest all together.	When the Governador came to visit them, he told them not to ask for tractor and he told directly the Administrator to give them the tractor, but instead of sending it to their association as she was told, she deviated to GEPA (a neighboring community)	They have spent a lot of money to build that storage and to hire the tractors but when they produce, there are no benefits. They had 7ha to plough, but without benefits they don't have how to pay for the tractor to work. "o governo ajuda a associacao legalizada e estamos legalizados desde 2010, estamos bem organizados. Queremos dinheiro e tractores. O governo prometeu tractores mas ate agora nada. "*We are grateful with AFRICARE, it takes us one step forward but the*

			government takes us two steps backward"
14	What and how can the project improve its performance?	They ask for help in commercialization and tractor to plough. They want to open more areas to produce more. The project should help in the commercialization. When they eat the porridge of cassavas prepared in the pot they get stomachaches, they ask for pans made from aluminum	

AFRICARE PROJECT

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	**Response**	**Follow-ups / observation**
1	Which projects are active in this district	AFRICARE SCIP AND AFRICARE	
2	What do they do?	Assists in health, nutrition and sanitary Africare assists in health and nutrition and SCIP in water and sanitary	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	They learned to be always clean, to sweep their houses, nutrition and to protect themselves against diseases. They learned to build and use copas do wash their dishes AFRICARE taught them to prepare to food, to prevent against diseases. SCIP helps in the matter regarding water and sanitary. For example, the use of tip taps	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	They keep themselves clean; the index of diarrhea has drastically reduced because they use tip taps wash their hands after using toilet and before eating, use copas to wash dishes, use latrines The index of diseases has decreased	Has any of you been affected by any of the projects directly? How? There learned to prepare

		They have tip taps and latrines. They know the importance of using mosquito nets. They have learned to use product produced locally	enriched papa
5	Was the support provided on time and enough? Did it meet your needs?		
6	What were the main diseases in this community 5 years ago?	Malaria and diarrhea. Malaria, diarrhea, Stomachaches, and inchaso (inflammation). There was many diseases	And Now? They still get these diseases but, not as much as before. The main problem is now toothache and pain back. Things have changed; they get sick but not compared to what it used to be. There are malaria, diarrhea, teeth pain and **coluna.** To eradicate problems of hygiene, they were taught that they have to take bath, wash their hands, to cut the nails because dirty remain in the nails when they go to toilet. "*com estas practicas esta a diminuir, mas outras doencas que aparecee nao e devido a falta de higiene".*
7	Do children die a lot before the age of 5? They were not used to use the sanitary unit. They were used to use house made remedy but AFRICARE has told them to approach the hospital when they	They prepare enriched papa where they put sugar, eggs and moringa etc. They don't give anyone to breastfeed their babies as they used to do, because it's important the mothers to breastfeed and avoids the direct contamination. They don't give water to newborns aged of less than 6 months. Not too much because .AFRICARE has taught not to give water to a newborn	If yes, Why? If no, why not?

	are sick.	before 6 months of life and if the newborn has sight and articulation problems can be applied colostrum (breast milk) to ease the pain. It has taught them to prepare enriched papa where they use eggs, moringa etc and the quantity of sugar to put in the papa to give a child	
8	What do you do before eating or after going to the toilet?	Wash their hands and use tip tap They wash teir hands	Where did you learn that? They learned with AFRICARE
9	How has that affected your life and that of your family?	Their family members are healthy and the children are fat. They eat better They don't get sick very often because with the help of AFRICARE they live better. They were lost. They protect their families against diseases through the burring dirty, using latrines, washing their hands before eating and after using toilet. They have copa to wash dishes. They wash their products and utensils They prepare better their meals now	And before? They used to drink water directly from the river where other used to defecate They were not used to use the sanitary unit but now they used. They used to drink water directly from the river where other used to defecate They were not used to use the sanitary unit but now they go They used to defecate on the ground and in the same ground wash dishes.
10	How do you prepare your meals today? Has it changed? How and why? They used to harvest and take their products directly to cook but now, they let it dries, and they grill and smooth then cook. That why they used to have stomachache	They prepare taste meals. They enjoy it, they used to prepare without ingredients, but nowadays, they put. They now how to prepare salads, couve and other varieties of vegetables. In almost all meals they use moringa. They were taught to prepare better their meals, now they use ingredients. With matapa, they used not to wash but pilar and cook, they didn't know that matapa has to be washed before.	Assess acquired knowledge in food preparation techniques
11	Have you shared what you learned with others?	Every animator has background knowledge in nutrition and agriculture.	Who and how many? What impact did it have

		They concentrate people to explain. Yes, they have!	in their lives?
12	If the project/s were to end, would you continue to practice what you learned?		
13	What there any problem with any project?	There is a problem of water, it too far the place where they get water	
14	What and how can the project improve their performance?	,In the preparation of cassavas as porridge the pot they use is not adequate, they ask for pans	

ERATE DISTRICT

AFRICARE PROJECT

FGD: Form A – Agriculture & Enterprise development Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	AFRICARE AFRICARE	.
2	What do they do?	AFRICARE assists in agriculture. Assists them in agriculture	There was a CARE project before so, they also bring some relevant production background They know that the projects are sponsored by USAID
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Yes! They were taught the production's techniques to produce crops and vegetables. They are involved in the production techniques and agriculture of conservation where they know that they have to	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs groups Benefit from more than one project

		✓ prepare and cover the soils, ✓ plough superficially, ✓ rotate and **consorciar** products; Avoid burning the ground and grass.	
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting agricultural needs of the communities)	They have association and forum settings made of local material. They realize on the importance of working together because they sell a little bit better than individually. When they harvest, they keep more crops for household consumption and the index of people starving in the community has decreased. They produce more by applying the production techniques they have learned They work together and teach each other. They don't suffer a lot from hunger because they keep crops in their storages for household consumption	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?		
6	How was life before the projects? They have two fields where in one, they don't use the production techniques and in another they use. Where they use they produce more. If they produce 40 sacos of cassavas, they sell 10 and 30 are for consumption and other needs. If they produce 40 bags of peanuts, they sell 20 bags, 10 for consumption and the remaining 10 to use as seed.	Before: They used to sell all crops than suffer from hunger Now: Africare has taught them to use the production techniques. They produce in rows which allows for better weed control, manage the damage done by rodents and insects. They don't burn the dirty in the farms because it avoid erosion and enriched the farms and they use the production in **consorciacao** AFRICARE has taught them to sell the minor part and keep the big part for household consumption and taught them to keep the crops for the next season. They sell the crops as whole.	Access to inputs and markets, knowledge of technologies, productivity, access to finance "e um projecto que ate aqui nos ajudou e ainda continua a ajudar" The Forum has received 4 silos with 1000kg capacity each. They have a storage made of zinc "given" by AFRICARE. The Forum has an account in BCI. Tem conta bancaria, grupo de poupanca

	In 1ha of cassavas they used to harvest 3-5 bags but nowadays, the harvest 50 bags. Now the plants grow without any problem. The association has a seed banking, if they take one 1kg they return 2kg	They used to burn grass and to plant without any sequence. But now, they know that grass in the farm can de used as fertilizer and that they have to use rows and alignment for better production. They used to jumble the seeds in the farm and they didn't know that they have to **consociate** the products in the field. Now, they separate. There are some plants that should not be planted together in the same farm They used to sell crops individually. But today, with help of AFRICARE they sell as association (most of the times they don't sell together due to needs they have in getting things) They use rows and alignment in their farms to better control rats, germination, insects and to know when they have been stolen. They used to have low production but today they produce better. After harvest, they divide crops for household consumption, to sell and to use as seed for the next season.	denominado wootocola com nr 44, comecaram com a poupanca no dia 27 de julho de 10 e teve 15.985,00 Mt de poupanca acumulada, 855,00 Mt de fundo social acumulado e 215 Mt de juros e multas. No primeiro ciclo, tiveram 7680Mt de poupanca, 1040Mt de fundo social, 100Mt de multa e 390Mt de juros. Neste momento, tem 880 Mt de poupanca, 180 Mt de fundo social. Ainda nao tem juros nem multas. They received the donatives' of 50 MT regarding 7million given to districts to help communities To select crops to use as seeds, the select as espigas mais vigorosas that can better resist against insects and choose dried seed to avoid getting rotten. Before they store the crops, they sweep or/and clean the storage and they don't join the crops from the current season with former. The project taught them how to protect, select and store crops using chilly. "*estamos contente com este ensinamento"*
7	Have you been able to sell your products? How are prices set? They used to sell their crops	Yes! AFRICARE instructed that is more advantageous when people come here	Where do you sell your crops today? And before? Enquire about price

	individually at the village to some commercial traders, but when AFRICARE arrived, explained them to join their crops and sell as group. Each member knows how many kg has taken to leave in the Forum; they divide and distribute money accordingly. But, there is membership fees to purchase material to build and rehabilitate the settings of the forum. If they sell their crops at 8.5 Mt/kg, they keep as membership fees 2.5 Mt. If there is something to be done in the association, they take money from membership fees to purchase and prepare something to feed those who are working.	to buy the crops than going to the village to sell. They send the president to the village to bargain the prices. If they go to the village to sell their products, cassavas is 10 Mt/kg but 8 or 9 Mt/kg if people approach them to buy. At these prices 8 or 9Mt/kg, the traders oblige the famers to pay fuel of moving from the village to their community. In 2011, they sold at 2.5 Mt/kg of cassavas to informal client and 5.0 Mt/kg to traders In 2012, they sold 6.0 Mt/kg of cassavas to informal client and 8.5 Mt/kg to traders. They used to produce 300 or 400 kg of cassavas in 1ha, but today with the new techniques they produce 400 sacos cassavas corresponding to 2 ton. Yes, they have. They sold 3 or 5 Mt/kg of maize in the market. Cassavas, 2 or 2.5 Mt/Kg and peanuts at 10 Mt/kg but when they go to purchase it is 50 Mt/kg of peanuts and 12 Mt/kg of cassavas. *"Vendemos barato e compramos caro"* *"we have lost our value*	change. Are they making more or less money? This year they didn't produce much maize so, they couldn't sell it. When they produce beans, they take the minor part to sell and other part they prepare soup, mix with papas and fry bajias to sell. Africare helped them to produce vegetables. The vegetables used to die because they didn't know that they had to use animal dung**,** (fezes de cabrito, capim seco, restos de Madeira) they used to harvest only once then the plant die, but now with new techniques they harvest even 3 times at the same plant. They sell their crops individually. Although they were taught to sell as association but, due to the needs of the familiar aggregate they end up selling not selling in group. They sell in small quantities. There was identified a client who would purchase products from 4 forums but the client demanded 10l fuel
8	What are the different sources of income in the communities?	Farming is the main activity. They are woodcutter and pan makers Farming	Assess economic activities/ skills and link with any promoted by the project
9	How are the woman/ men/youth involved in the projects?	Yes, they are all involved. There is no distinction	Activities /skills
10	How has your family benefited from any of the projects?	They use the production techniques in their own farms and they produce more	More food/ labour freed for other activities/skills

		One of the members brought 8 bags and took money to buy a motorbike They all crops to feed their families. They have improved their storages and it better protects the crops against insects and rats. They were taught to keep crops to feed	learned
11	Have you shared what you learned with others?	Yes, they have. They explain other people the techniques they have learned. They are ready and available to explain and ask for explanations from strangers relatively to agricultural techniques. The members have friends outside the association (non-members), to whom they invite to watch the theatre in church. The purpose of the theatre is to teach other about agriculture techniques, health and nutrition.	Who and how many? What impact did it have in their lives? They have a demonstration field that is closer to the street so that people passing by can see and learn.
12	If the project/s were to end, would you continue to practice what you learned?	Yes, they would continue. "*somos que nem um filho, que nasce, cresce e depois sai da casa dos pais*". They would carry on "*Sim! ja somos doutorados, continuariamos a expandir"*	
13	Were there any problems with the project?	Their livestock die and they have no how to avoid that. In the agriculture (institution), there is no available any vaccine against Newcastle. They have problem in the commercialization	CARE used distribute that vaccine Clients demand fuel to approach and buy crops.
14	What and how can the project improve its performance?	In some communities, there is a production of soya. Those communities produce soya to make cakes. They need too the seed of soya to produce and then, make cakes. At the Administration, The cost to legalize an association is 200 Mt	There is a president, treasury and the register They save every Saturday. Each one brings what s/he has but in the social fund, they save 2Mt The social fund is used in case of diseases. If is a member asking for

			money s/he doesn't pay with juros but if the member takes for the business reason s/he pays juros. Example. take 100Mt pay 105Mt

AFRICARE PROJECT

FGD: Form B – Nutrition & Food Security Interventions

	Focus areas	Response	Follow-ups / observation
1	Which projects are active in this district	AFRICARE AFRICARE	
2	What do they do?	Africare assists in health, nutrition and sanitation Assists in health, nutrition and sanitary	
3	Have you been involved with any of the projects? If yes, with which one? If not, do you know anyone who has benefited from the projects?	Yes, they learn to keep themselves clean. They learn to eat enriched meals (with ingredients) and feed better their children through giving enriched papas and breastfeeding. Yes, in learning about health, nutrition, and sanitary	Please note the nr. Of people involved versus not involved and with which projects Note: Participation as individuals vs. groups
4	How do those projects contribute to the community? (Lives, infrastructure etc.) How relevance is their contribution? (meeting household/nutrition/health needs of the communities)	They have latrines and copas. They were taught not to use give water to a newborn with less than 6 months. The index of diseases has decreased because they use knowledge about prevention taught by AFRICARE They leaders of the community demand that every family has to have latrines and tip taps.	Has any of you been affected by any of the projects directly? How?
5	Was the support provided on time and enough? Did it meet your needs?		

6	What were the main diseases in this community 5 years ago? Even in the preparation of couve, they can put moringa because has vitamin A. Every semester there was a case of cholera They were the ones responsible for the diseases but today they know how to prevent	Anemia, reumantismo, ernia e paralesia infantil. Diarrhea, cholera and malaria,	And Now? Has decreased because they have improved their diet. They drink water purified by certeza. They are careful when they use lamina. They still exist but have reduced They protect themselves from diseases eating the 4 groups of foods, using certeza or boiling water and burring dirty, eliminating water puddles and using mosquito nets.
7	Do children die a lot before the age of 5? They don't prepare papa without Moringa	No. they are healthy baby When they feed their babies, the colostrum they were not used to give the newborns they give now. They exclusively breastfeed their children and don't give water before 6 months of living.	If yes, Why? If no, why not? Because children eat better and they gain weight
8	What do you do before eating or after going to the toilet?	They wash their hands and they use tip tap. They wash their hands	Where did you learn that?
9	How has that affected your life and that of your family? When they go to healers (traditional doctor) each one takes his/her lamina to avoid contamination They don't accept to use the same one. They have a family planning, they use "machines", condoms and the couple goes family planning. AFRICARE distributed T-shirts CERTEZA to promote its usage, now they know the procedures to use it.	They are healthy. They have latrines and they sweep their yard. They use certeza to purify water (they explained the instruction to use it) They have kitchen sink to wash and keep dishes. When they feed their babies, the colostrum (breast milk) they were not used to give the newborns they give now. they can distinguish the function of foods concentrated energy-oil , cane sugar growth-meat, peanut and beans	And before? They used to get sick almost every time because they used to defecate under the trees, they were not used to drink water with certeza. They used to wash dishes on the ground where they used to defecate. "antes estavamos perdidos, usavamos folhas para limpar o trazeiro, defecavamos em baixo das arvores". They used to drink water

		protection- moringa, eggs and papaya power-maize they produce all these products but oil they know the benefits of foods their children gain more weight They have latrines and tip taps.	directly from the river where other used to defecate They were not used to use the sanitary unit but now they used
10	How do you prepare your meals today? Has it changed? How and why?	They prepare better now, the food now is tasty. When they prepare meals the put ingredients but, they used to eat only with water and salt In the preparation of enriched papa they put in peanuts, moringa, oil, banana and cassava flour. Moringa has vitamin A- its good because fights against hernia and rheumatism. They enjoy their meals and the food is tasty They have equilibrated diet; they manage to eat the 4 groups of food (growth, power, protection and concentrated energy	Assess acquired knowledge in food preparation techniques. They used to drink water directly from the river where other used to defecate They were not used to use the sanitary unit but now they used
11	Have you shared what you learned with others?	Yes, they have shared. AFRICARE is training animators in nutrition, hygiene and sanitation to teach others. They share in church through theatre, poems and songs. The animators had 2 groups but now they have 6 groups and they are open to teach others	Who and how many? What impact did it have in their lives?
12	If the project/s were to end, would you continue to practice what you learned?	Yes, they would carry on. They are doctors; they can carry on by themselves	
13	What there any problem with any project?	Its difficulty to feed children suffering from malnutrition and orphans. They ask for utensils (plate, spoon and pans) They need mosquito nets, because are expensive, its 150 Mt. they wish to be offered, could not be SANA but any project that can distribute among us.	They sell their products to help orphans *"Nos nos alimentamos bem, se somos magros e por causa do comprador que vem com precos baixos*".

14	What and how can the project improve their performance?		

Research questions

The qualitative data will be analised by grouping respondents' answers to each question. The objective is to:

- gain knowledge by asking how the information answers the research objectives.

The findings will develop a theory based on the evidence, which will then lead to specific conclusions.

After having completed the analysis per question in section one, and the main finding drawn, below the answers to the research questions as per the data collected from the FGD are presented as the contribution to the overall evaluation responses.

Responses to the research questions as per the data collected by the FGD

Evaluation Questions and Anticipated Information Sources for Response Formulation	
Evaluation Questions	**Information Sources and PMP Indicators**
Effectiveness:	
To what extent has SO6/ATB's agriculture sector activities resulted in increased availability, dissemination and adoption of improved technologies, increased agricultural productivity, and increased sales amongst targeted beneficiaries?	The project activities resulted in the adoption of improved production techniques such as soughing in lines, conservation agriculture, seed bank, improved storage facilities (Gorongoza). Farmers have seen an increase in productivity that ranges between 20 to 60%, they have adopted new crops such as soya and sesame (although the seed is still scarce), have increased production areas and hired additional labour to work on it. Sales have increased although it is still not as desired. There is more production but prices and markets still need to be developed to ensure farmers earn better incomes. Access to markets was seen as weak in the MYAP interventions.
To what extent did the ATB model/approach of increasing access to financial resources lead to increased sales amongst rural agricultural producers?	Interviews with DCA financial institutions and their small borrowers; IFAD programs; Banco de Moçambique department managing credit and rural finance; targeted beneficiaries and focus groups (ATB Indicators 1.2, 1.21) From FGDs: the knowledge of the DCA and the link to financial institutions that provide the service was only mentioned in Tete and Manica. None of the MYAP projects intervention beneficiaries mentioned having heard or having access to a loan with a DCA implementer.

Evaluation Questions and Anticipated Information Sources for Response Formulation	
Evaluation Questions	**Information Sources and PMP Indicators**
	Those farmers which do you in tete and anica reported increased financial structure to purchase products from members and meet the marketing contract with WFP thus offering better prices to members and non-members which would otherwise sell in the informal markets.
To what extent did/do public-private partnerships created by the ATB agriculture projects advance ATB objectives?	Interviews with USAID/ATB staff; interviews with PPP partners; review ATB project reports and interviews with project staff
What have been the most effective approaches utilized by ATB in strengthening linkages between research/ extension/ farmers; farmer's associations/ cooperatives; agribusiness enterprises and local service providers to achieve the desired results?	Interviews with targeted beneficiaries and focus groups; review ATB project reports and interviews with project staff; interview value chain operators (ATB Indicators 1.12, 1.2.2) FGDs. IRRI – new rice variety Matuba maize seed now accessible to farmers Orange pulp sweet potato – mentioned by one association as one of the crops for household consumption
How effective have been ATB's interventions in promoting behavior change in assisted communities?	Rural household survey; interviews with targeted beneficiaries and focus groups (ATB Indicators 1.3; FTF Indicators 4.5.2-5, 3.1.9.1-4) MYAP interventions completely changed human behavior towards food preparation diets, personal hygiene, household sanitation FF – agriculture technologies were adopted which changed cultivation habits
Have agriculture sector policy reforms occurred due to ATB interventions?	Interviews with USAID/ATB staff; interview staff at MSU, SPEED, and PARTI; interviews with MINAG and IIAM (ATB Indicators 2.1.2, 2.2, 2.2.1, 2.3)
To what extent have ATB's agriculture activities been effective in including gender in design and implementation?	Interviews with USAID/ATB staff; review ATB project reports and interviews with project staff (ATB Indicator 1.1.2, 2; FTF Indicators 4.5.2-5, 4.5.2-6, 4.5.2-7) Nutrition and activities related to household shores have targeted women. Agriculture and market related activities haven't been gender focused. Maybe the absence of the emphasis on women participation led to some being forced by their husbands to abandon the association because they did not understand the importance of their participation (i.e. Catandica)
Impact:	
To what extent did ATB interventions contribute to a change in the status of food security, nutrition, and rural income growth of communities where interventions were implemented?	Food security levels have improved as households have learned to not sell everything, divide the crop as follows: 60:30:10 for consumption:seed: marketing respectively Communities relate that there are less cases

Evaluation Questions and Anticipated Information Sources for Response Formulation	
Evaluation Questions	**Information Sources and PMP Indicators**
	of malaria, diarrhea and vomits in the communities since they now use nets, wash their hands and ingredients before eating them.
Sustainability/Ownership:	
To what extent have the projects worked with local institutions, and what have been the results of this relationship in terms of building/strengthening local institutional capacity, ownership and the long-term sustainability of the activities?	It was noted that those associations which were created by own initiative before the project tend to be more open to continue their activities without the support. Many of those received previous support by ADIPSA and are institutionally stronger to remain viable. Those created by the association did mention that they would continue their activities if the project were to come to an end however they request help in finding markets for their products. Despite the extent to which the projects were around, the knowledge was acquired and habits changed at the sight of improvements. The new practices are 3 sometimes 10 years old (ADIPSA/WV in Gurue) and farmers will continue to use them. The dissemination activities may not prevail as people may not see the benefit of teaching others without some sort of motivation. Stronger market linkages will determine the extent to which farmers will remain together as an obvious benefit is eminent.
To what extent have the associations developed and nurtured by USAID's past programs been sustainable?	FGD: did not interview any EMPRENDA Interviewed one WV which remained a WV beneficiary in the current contract Interviewed beneficiaries of ADRA/WV project in Xx which today are joining forces with a former CLUSA employee in a out-growers scheme for sesame.
Coordination/Harmonization/Synergies:	
To what extent do ATB agriculture projects coordinate and harmonize activities across program components, with other USG programs/projects, other donors, and the GOM to create synergies and complementarity? What are the key challenges? What are the success stories?	In the non-MYAP projects, no mention was made to any intervention around nutrition and hygiene. They have no knowledge of such interventions In the MYAP projects, further collaboration is needed to strengthen market linkages. Very poor and doesn't justify the effort of the

Evaluation Questions and Anticipated Information Sources for Response Formulation	
Evaluation Questions	**Information Sources and PMP Indicators**
	farmer to increase productivity if markets and prices are weak.

USAID FOCUS GROUPS AREA COVERED

#	Province	Disctrict		PROJECT/Implementer						
				CLUSA	AGRIFUTURO	IRRI	ADRA	AFRICARE	World Vision	6
	Tete	Angonia	Ass. tilimbique	clusa						
			Ass. domune	clusa						
			Agro dealer	clusa						
	Manica	Catandica/Barue	Ass. Agro pecuaria Samora Machel		Agrifuturo					
			Ass. Culima		Agrifuturo					
	Zambézia	Nicoadala	Ass. 1º de Maio			IRRI			WV	
		Mucuba	Uniao Esperanca				AdRA			
			Mrs. Olinda Fondo & post benefic							
		Ile	Ass. Mureguele				AdRA			
			technicians				AdRA			
			Ass. Nhanhane				AdRA			
			Mr. Manteiga							
		Gurue	Ass. nasce						WV	
			technicians						WV	
	Nampula	Monapo	Ass. Nawawane					Africare		
			Ass. Ami					Africare		
			Non-beneficiaries							
		Memba	Ass. Napito I- II e mulimelo					Africare		
			Forum Nival					Africare		
			Non beneficiaries							
		Erate	Ass. 25 de junho					Africare		
			Ass. Muhavane					Africare		
			Non beneficiares							

Focus Group Discussion – Non-Beneficiary Groups

As per the terms of reference, the study should, as much as possible, collect data from non-direct beneficiaries as to attempt to compare the impact of the projects in the beneficiary communities, using the non-beneficiaries as "control groups".

The section that follows summarizes the conversations in FDG with non-beneficiary communities of the MYAP project in Nampula. The lack of involvement of the project with non-beneficiary communities limited our ability to identify non-beneficiary groups to interview.

Monapo, Memba and Erate Districts- Nampula Province

FGD: Form A – Agriculture & Enterprise Development Interventions

Date: 17.10.12 Quest. Nr.: 03 NON-BENEFICIARIES

Province: Nampula District: Monapo Locality: Itoculo Community/Village: Mutocone

Interviewer: Tatiana Mata Name of Association: none (there is no association)

Nature of group: Farmers Participants: 26 Women: 7

Dear,

The objective of this working group is to collect information from you regarding the performance of USAID funded projects in your area. Your contribution is important for the success of this work. Please note that your participation in this process is anonymous thus please feel free to contribute.

Management Structure (president, treasurer, women in leadership)

Everything is completed individually as there is neither an association nor group.

Production

Farms are 500m, 1ha or 2ha. Production consists of maize, beans, peanut, sorghum and sesame. Vegetables are not produced because farmers do not have seeds and there are no places nearby where they can buy seeds.

Techniques of Production

The farmers do not use production techniques but they observe the techniques in other communities. When they enquire about the advantages of using the techniques they are informed but do not apply them in their own fields. The reason is because they feel that they do not have the experience or support to effectively apply the techniques. For this to change, they would require technical advice.

They are aware of the advantage of keeping grass as it can be used as fertilizer; however, this does not prevent them from continuing the practice of burning.

Harvest

From one hectare of maize 10 to 11 bags, each weighing 50 kg, can be harvested. If they harvested 10 bags (50kg) of maize, they would separate 6 bags for household consumption and the remainder to sell and use for seed (approximately 100kg).

Storage

Produce is stored in the traditional way but rats can enter to eat the crops. Crops are also stored in containers (tambores) or big pots. They always keep stock for the following season. They burn leaves of cassavas (matapa) and put ashes in the seeds in order to prevent them from germinating. In good conditions the seed doesn't germinate because of the lack of products (fertilizers) and insects that affect the seeds.

Commercialization

The reason they sell their crops less is because they don't sell in big quantities. They only take 4kg or 5kg to sell on the street. They divide production for sale, household consumption and for seed use; however, the main part is for household consumption.

Crops are sold in Nacala Velha and Monapo at 2.5Mt/kg maize and at 10Mt/kg peanut. They produce this but they have difficulties to sell them.

Other Sources of Income

Farming

Sharing Experience

People from other communities never make the effort to educate them or explain the production techniques and they are too afraid to enter other farms to enquire about the production techniques.

Problems

They produce but have problems in the area of commercialization. Also, they don't have ploughs or cutters.

Comments:

While they know the benefits of the production techniques, they cannot implement them without assistance. They want to receive assistance like the other communities.

FGD: Form B – Nutrition & Food Security Interventions

Date: 17.10.12 Quest. Nr.: 03 NON-BENEFICIARIES

Province: Nampula District: Itoculo Community/Village: Mutocone

Interviewer: Tatiana Mata Name of Association: None (there is no association)

Nature of Group: Farmers Participants: 26 Women: 4

Dear,

The objective of this working group is to collect information from you regarding the performance of USAID funded projects in your area. Your contribution is important for the success of this work. Please note that your participation in this process is anonymous thus please feel free to contribute.

They are not beneficiaries of any project.

There are people with latrines in the community, because the leader brings some practices from other areas where he is also a leader.

Diseases

They suffer from diarrhea, hernia, chicken pox, fever and malaria. Diarrhea is the most prevalent and they wonder why.

They drink non-purified water.

Diseases affecting children

Children suffer from diarrhea and vomiting.

They used to breastfeed their children 2 days after birth because they used to think that the yellowish liquid that comes out from the breast (colostrum) was dirty.

The mothers are told in the sanitary unit that they don't have to give water to a newborn less than 6 months old. In the papas they prepare, they only put water and salt. They have never heard about enriched papas.

When children get sick, they are taken to the sanitary unit but, if they don't get better a traditional doctor (healer) is consulted.

Meals preparation

They normally prepare meals. Most time only with water and salt because they would have to go to Monapo to get ingredients and sometimes they don't have money.

Sharing experience

The kind of storage practices the project teaches other communities has never been shown to them by the project.

Problems

They consume non-purified water. They have heard on the radio that CERTEZA purifies water but they have never used CERTEZA. If it was available in Monapo, they would buy it to use.

They walk 5 km to get water. So, they would like to have water closer.

The government has gone there to dig searching for water. They found potable water and they didn't come back.

Non-Beneficiaries Memba

FGD: Form A – Agriculture & Enterprise development Interventions

Date: 18.10.12 Quest. Nr.: 02 NON-BENEFICIARIES

Province: Nampula District: Memba Community/Village: Miruco txato

Interviewer: Tatiana Mata Name of Association: None (there is no association)

Nature of Group: Farmers Participants: 26 Women: 5

Dear,

The objective of this working group is to collect information from you regarding the performance of USAID funded projects in your area. Your contribution is important for the success of this work. Please note that your participation in this process is anonymous thus please feel free to contribute.

There is not any project in their area.

They are not any association and they don't even work together. Each one ploughs his/her own farm.

Production

The production is individual and the extension of the farms depends on their strength. One can plough 1/2ha or 2.0ha but nobody has more than 2ha.

They have huge extensions of the farm plough and it is difficult because they don't use tractors. All things are handmade. The cassava plant is always attacked by insects (pest), if they had assistance the problem could be solved.

They starve in January and February and they cross the street to buy dried cassavas.

Techniques of production

They don't use any production techniques. They don't use rows nor compass and they burn the ground and grass. They don't know the function of grass in the production of the crops.

Although, they see other farms outside the community with rows, they don't understand why the farms are like that. They are afraid to ask because of myths.

When they see farms with grass, they think the owner of the farm might be lazy**.**

Harvest

They produce cassavas, maize, peanuts, beans and sesame. Although, there are not benefits due to insects (pests).

They know that when they mix the crops in the same farm, there is not much production.

Storage

They store crops inside the house. The bean crop is covered with grass and then tied on the tree. They learned that technique from their ancestors.

Commercialization

They don't have fixed settings to sell their products; they sell because they have other things to buy. If someone passes by asking for things to buy they sell.

They sell cassavas at 10Mt/kg or even less, depending on the level of desire.

What they harvest is not to sell, but due to difficulties they end up selling.

Purchase of food

When there isn't enough food they cross the street to buy dried cassava.

Other sources of income

Farming is the only source.

How are the women/ men/youth involved in the process of production?

In the production process, there is gender distinction. Men construct houses and mats, women sew and cut grass to cover the houses, and youth are woodcutters for household needs.

Men decide on the seeds to be planted in the farm but they both decide on the application of the crops.

Sharing experience

They only share among themselves what they see along the streets. Nobody has ever gone there to teach or demonstrate production techniques

FGD: Form B – Nutrition & Food Security Interventions

Date: 18.10.12 Quest. Nr.: 02 NON-BENEFICIARIES

Province: Nampula District: Memba Community/Village: Miruco txato

Interviewer: Tatiana Mata Name of Association: None (there is no association)

Nature of group: Farmers Participants: 26 Women: 5

Dear,

The objective of this working group is to collect information from you regarding the performance of USAID funded projects in your area. Your contribution is important for the success of this work. Please note that your participation in this process is anonymous thus please feel free to contribute.

There is one project called Enterite (spelling could not be confirmed) that has recently begun to work with them.

What do they do?

It assists them in health, nutrition, water and sanitation.

The project encourages them to use latrines, kitchen sinks, wash their hands before eating and after using the toilet, clean/wash their food before they prepare it and self-hygiene.

Diseases

They suffer from hernia, headache, toothache, cough, fever, malaria and diarrhea.

Meals preparation

The project has taught them to prepare meals and they are happy. They know now that they have to consume peanuts because of vitamins.

They didn't know that they have to wash matapa (cassava leaves) before cooking. They thought it would lose vitamins if they washed matapa.

Sharing experience

They no any experience. But they are willing to share with people from other communities. People don't approach them, they are isolated.

Problems

Pregnant women have to walk 15 or 16 km to give birth. Sometimes, they give birth on their way to hospital, in the middle of nowhere.

There is a problem with water. The water they consume is not purified. Sometimes they suspect the same of the vegetables they eat.

Non-beneficiaries ERATE District

FGD: Form A – Agriculture & Enterprise development Interventions

Date: 19.10.12 Quest. Nr.: 03 NON-BENEFICIARIES

Province: Nampula District: Irate Community/Village: Namirujo

Interviewer: Tatiana Mata Name of Association: None (there is no association)

Nature of Group: Farmers Participants: 68 Women: 38

There is not association, they work individually.

There is not any active project in the area, only in neighboring communities.

Production

Techniques of Production

They heard that other farmers use rows and compass in the production but, they don't used them.

They don't consociate, mix the plants in the same farm and burn the ground and the grass, because they don't have a technician to instruct them. Some of them have seen in other communities' farmers planting in rows and compass but they can't simply apply this in their farms. They want to know why those techniques are used.

Some of them have farms with 1 or/and 2ha

Harvest

In 1ha of cassavas, they harvest 20 bags

They produce cassavas, peanuts and sorghum. They don't produce maize because the soil is not appropriate.

The crop of peanut is not produced a lot because they don't have the seeds. They don't plant 1ha, that's why none of them produce more than 5 bags.

Storage

They always keep crops as seeds for the next season because if they happen to use in the household, then, they suffer to buy seeds.

They use traditional storages to keep crops; they still use grass to cover their crops.

They don't sell all products: they always keep for household consumption and seeds.

Commercialization

They sell cassavas at 1.5 or 2mt/kg

They are not used to sell peanuts due to low production and much usage. They use more peanuts than cash nut to prepare meals. Cash nuts are used much in a certain season but, when the season finishes,

they use peanuts. That is why they don't sell big quantities of peanuts, they keep for household consumption and as seed.

"The farmers are not valorized; they don't charge a fair price"

They sell their products because they have other things to buy. The traders are opportunists they always set a price to humiliate

The results of selling crops are not satisfactory; they sell to respond to immediate things as ceremonies, exercise-books and uniforms. Even slippers they can't buy, they walk protect less.

Compra dos productos

They buy peanuts at 10 or/and 50Mt/kg. The traders set the price depending on the need of the clients.

The best peanut called Cristina is always the most expensive than other varieties and its 28 Mt/kg

Other sources of income

They are only farmers

Sharing experience

They don't share experience because they don't have anything to teach. Other communities never approached to teach about production techniques. They only see when they pass by farms and go to visit.

If they tried to enter to other people's farms, they would definitely thing that they are entering their farms to put things to influence low production.

There are waiting for other communities to approach them to explain the production techniques.

Problems

They have many problems of insects attacking a cassava, that's why they have low production. They are looking for another variety of cassavas because the current one doesn't help so much.

Comments:

There 3 participants who were beneficiaries of "the fund of the districts".

One asked for a credit of 2000 Mt to buy machinery to sew cloths. But, they gave him 1850 Mt and he returned 2450 Mt. Still to date, that machine is the main source of his livelihood.

Another one, asked for a fund in 2008; He couldn't pay in cash, so they took the remainder in products;

The last one, asked for funds to fumigate his cashew trees and to commercialize rice.

It is not easy to have credit, they have to know someone at the Administration office and to be part of their social network.

FGD: Form B – Nutrition & Food Security Interventions

Date: 19.10.12 Quest. Nr.: 03 NON BENEFICIARIES

Province: Nampula District: Erate Community/Village: Namirujo

Interviewer _Tatiana Mata____ Name of Association: None (there is no association)

Nature of group: Farmers Participants: 68 Women: 38

They are not beneficiaries of any project.

In 2009, there was a UPA project de fazer fontenaria and they taught them to build latrines, tip taps and kitchen sinks and they distributed lages.

Diseases

The main diseases they suffer from are hernia, malaria, chicken pox, hemorrhoid. The prevalence of malaria and cholera is **low/down.**

As tradition they don't take to sanitary unit a child suffering from chicken pox.

Meals preparation

When they prepare their meals they, they grind matapa then put peanut or cash nuts if they have. If they don't have, they put ash to function as oil or salt and water.

ANNEX V: HOUSEHOLD SURVEY, METHODOLOGY AND FIELD DATA

Household survey

Methodology

The Survey Manager and the data collection specialist conducted the household (HH) survey within the project areas to determine the impact of the field projects on targeted households. Data was obtained from the household survey in the communities where the SO6/ATB activities have taken place.

The survey was conducted by ELIM Serviços Lda, a local firm with extensive experience in conducting household surveys, mini-surveys, baseline determination, and census data collection. In this regard, ELIM has worked with a number of international organizations including the International Finance Corporation, the International Labor Organization, the Department for International Development, USAID, and with the Government of Mozambique.

Each sample area for each province was designed to be representative at the main agro-ecological zones due to the high correlation between the type of agro-ecological zones and the level of productivity. The strata were the individual eight agro-ecological zones within the selected districts for ATB in Mozambique. The primary sampling units (PSUs) are the enumeration areas (EAs) delineated within the 2007 Population and Housing Census conducted by the Government of Mozambique, which contain an average of about 100 households each. The relatively small size of these EAs permitted the selection with equal probability, of eight agricultural household at the second sampling. A total of 83 sample EAs were selected from the frame for the household survey, although eight of these were not enumerated. The sample EAs were allocated to the agro-ecological zones approximately proportionally to the square root of the number of agricultural households in each district, with a minimum of three sample EAs for the smallest districts.

The sample was designed to obtain results with a 95% confidence level for the planned domains, that is, those provinces where ATB projects are being carried out. The survey team used a probabilistic and three-stage selection: 1) selection of Primary Sampling Units: Control Areas were defined by the National Statistics Institute (INE) in the 2007 Census, with a probability proportional to the number of households in each district of study; 2) selection of an enumeration area (EA) with equal probability in each of the selected Control Areas in Stage 1, and 3) systematic random selection of eight households that were interviewed in each of the selected enumeration areas in Stage 2.

The sample for the household survey was 578 households selected from the primary sampling unity based on the Integrated Master Sample for Agricultural Surveys, developed by the National Institute of Statistics and the Ministry of Agricultural using the National Agricultural Census (CAP-II) data conducted by the National Statistics Institute and the Ministry of Agriculture in 2009/2010. In total, 5 provinces, 17 districts and 75 clusters (90.4% of the planned number) were selected using the scenario 6[1] as defined by the earlier survey. For easier logistics the household survey team was divided into four sub-groups, namely, group 1: Manica

[1] The main characteristic of this scenario is that at least 80% of the community members has a field crop

and Tete provinces containing 3 districts and 11 clusters; group 2: Zambezia province with 5 districts and 31 clusters; group 3: Nampula with 6 districts and 26 clusters; and group 4: Cabo Delgado province with 3 districts and 11 clusters. Each group was composed of 3 enumerators and 1 provincial supervisor; gender balance within the team was respected. In addition, in each location, the survey group was accompanied by a local field guide. The interviews were made in local language, with some exceptions where the person interviewed was fluent in Portuguese.

The evaluation design for the household survey as well as survey instruments and the data sheets are shown in the following pages of this Annex.

Training

The supervisors, data clerks, and interviewers were participants in a three-day training exercise in sample surveying techniques that included a) implementation of the sample, (i.e. how to do the listing of households in an enumeration area); b) how to select a household using a systematic selection table; c) how to obtain consent to conduct an interview; d) how to interview people including dealing with difficult questions; and e) how to assure confidentiality. The three-day training period for the participants and the one-day pilot survey took place in Quelimane, and the different teams dispersed from there to the different survey locations. Training Schedule is presented on the next page.

Field Procedure

The duration of the household survey was between 6-13 days, depending on the number of clusters that were required for each province. The group research assistants were provided a list of enumeration areas included in the survey along with a district map indicating the location of all the areas. Upon the survey team's arrival in each enumeration area, the group leader approached the local authorities of that EA to: 1) confirm that the selected EA corresponded to the EA indicated on the list; and 2) to request the assistance of local government to help the survey team determine the territorial limits of that particular EA.

The interview procedure for each selected household was as follows:

1. The survey team obtained consent from the head of the household (who had to be at least 18 years old) to conduct individual interviews
2. Consent was obtained from the head of the households after the enumerators read a form explaining the objectives of the study, data collection methods, and the risks and benefits of the study
3. After consent was granted, the enumerators asked to interview household members in a private space within the household
4. Interviews were conducted in the interviewee's language of choice (either Portuguese or a local language) with a guarantee of confidentiality of the data collected

In practice, the survey team found that some of the households were headed by individuals whose age ranged from 15-17 years.

All the household data that was collected has been processed by CSPro computer software. To minimize the possibility of errors in data entry, the survey team used the double data entry method. While the data set for the survey is available in both the Statistical Package for Social

Sciences (SPSS) software and the Data Analysis and Statistical software known as Stata, the analysis was done using SPSS.

Limitations on the Household Survey

The primary limitation on the household survey was the lack of baseline information for the small farmer beneficiaries at the household level within the ATB project area. A baseline survey should be the first step in project implementation, as a means to gather key information against which progress can be measured. This is an important requirement to determine the development impact and effectiveness of project implementation. In the absence of the baseline survey, this household survey was the first instrument that has attempted to measure progress at the grassroots level. Indications of progress are based on the recall of the respondents in order to compare the situation before the project began with the current status.

The second limitation on the household survey was its severe time limitation. The amount of time scheduled for the household survey team to review the different ATB projects and to understand the context in which they operate, and to develop a strategy and prepare the survey to respond to the specific needs of each project was limited. Furthermore, the available amount of time of only 13 days to conduct the household survey in a large geographical area comprising 5 provinces and 17 districts, with very difficult road access, was entirely insufficient. The time limitation made it difficult to adequately train the enumerators to collect information for later analyses on productivity increases and nutrition intake.

Day	Date	Period	Manica / Tete	Zambezia / Niassa	Nampula	Cabo Delgado
1	04-Oct	Morning	arrival in Quelimane	arrival in Quelimane	arrival in Quelimane	arrival in Quelimane
	04-Oct	Afternoon		Logistics for HHS		
2	05-Oct	Morning		All teams training in Quelimane		
	05-Oct	Afternoon		All teams training in Quelimane		
3	06-Oct	Morning		All teams training in Quelimane		
	06-Oct	Afternoon		All teams training in Quelimane		
4	07-Oct	Morning		All teams training in Quelimane		
	07-Oct	Afternoon		All teams training in Quelimane		
5	08-Oct	Morning	Pilot	Pilot/field Nicoadala	Pilot	Pilot
	08-Oct	Afternoon	Pilot	Pilot/field Nicoadala	Pilot	Pilot
6	09-Oct	Morning	Adjust/print new HHS	Adjust/print new HHS	Adjust/print new HHS	Adjust/print new HHS
	09-Oct	Afternoon	Adjust/print new HHS	Adjust/print new HHS	Adjust/print new HHS	Adjust/print new HHS
7	10-Oct	Morning	Trip to Gondola	Trip to Cuamba	Trip to Malema	Trip to Nangade
	10-Oct	Afternoon	Trip to Gondola	Trip to Cuamba	Trip to Malema	Trip to Nangade
8	11-Oct	Morning	Field Gondola	Field Cuamba	Field Malema	Trip to Nangade
	11-Oct	Afternoon	Field Gondola	Field Cuamba	Field Malema	Trip to Nangade
9	12-Oct	Morning	Field Gondola	Field Cuamba	Field Malema	Field Nangade
	12-Oct	Afternoon	Trip to Manica	Trip to Gurue	Trip to Rapale	Field Nangade
10	13-Oct	Morning	Field Manica	Field Gurue	Field Rapale	Field Nangade
	13-Oct	Afternoon	Field Manica	Field Gurue	Field Rapale	Trip to Palma
11	14-Oct	Morning	Field Manica	Field Gurue	Field Rapale	Field Palma
	14-Oct	Afternoon	Trip to Angonia	Trip to Ile	Trip to Murrupula	Field Palma

Day	Date	Period	Manica / Tete	Zambezia / Niassa	Nampula	Cabo Delgado
12	15-Oct	Morning	Field arrangements	Field Ile	Field Murrupula	Field Palma
	15-Oct	Afternoon	Field Angonia	Field Ile	Field Murrupula	Trip to Moc. Praia
13	16-Oct	Morning	Field Angonia	Field Ile	Field Murrupula	Field Moc. Praia / FH interview by the team supervisor
	16-Oct	Afternoon	Field Angonia	Trip to Mocuba	Trip to Angoche	
14	17-Oct	Morning	Trip back to Chimoio	Field Mocuba	Field Angoche	Field Moc. Praia / FH interview by the team supervisor
	17-Oct	Afternoon	Trip back to Chimoio	Field Mocuba	Field Angoche	
15	18-Oct	Morning	Reserve day	Field Mocuba	Field Angoche	Field Moc. Praia
	18-Oct	Afternoon	Reserve day	Trip back to Quelimane	Trip to Monapo	
16	19-Oct	Morning		Reserve day	Field Monapo	
	19-Oct	Afternoon		Reserve day	Field Monapo	
17	20-Oct	Morning			Field Monapo	
	20-Oct	Afternoon			Trip to Meconta	
18	21-Oct	Morning			Field Meconta	
	21-Oct	Afternoon			Field Meconta	
19	22-Oct	Morning			Field Meconta	
	22-Oct	Afternoon			Trip back to Nampula	

Mini-Survey for the USAID ATB project evaluation

Good morning / afternoon! My name is.... I represent a Mozambican company called ELIM Services who was appointed to conduct a data collection to evaluate the performance of the USAID ATB program. I wish I had a conversation of a maximum 60min with head of this household (HH). Your HH was chosen at random, could be your next door neighbour, but in random sample that we conducted; it happened that your house was selected. You have the right not to participate in this interview. Your participation is entirely voluntary. However, all information collected will be kept completely confidential – in no occasion your name will be associated with your responses. Your participation would be very useful because the information that you would give would be useful for us, as it would provide basis for the analysis of the performance of the ATB program in this area and based on that recommend the future interventions of this or other project in agriculture sector. Thus, we would like to count with your cooperation and ask you the permission to start the conversation.

A. IDENTIFICATION	
A01.	Province: (2) - Cabo Delgado (3) - Nampula (4) - Zambezia (5) - Tete (6) - Manica
A02.	District See Codes
A03.	Cluster name and code See Codes_____ ___ ___
A04.	Name of the interviewed person and line number _____, ___ ___
A05.	Name of the head of the HH and line number_____, ___ ___
A06.	Gender of the HH head: (1) M ; (2) F
A07.	Date (day/mm/year) __ __ / __ __ / 2012
A08.	Interview duration __ __ : __ __ à __ __ : __ __
A09.	Date of data entering (day/mm/year) __ __ / __ __ / 2012
A10.	Name of the data clerk::
A11.	Interview result: 1 completed, 2 uncompleted, 3 refused
A12.	Agro'ecological zone code: _____ _____
A13.	Name of the enumeratorÇ _____
A14.	Name of the provincial supervisor _____

CODES FOR THE DISTRICTS

Cabo Delgado	Mocímboa da Praia	9
	Palma	15

Zambézia	Alto Molócue	02
	Gurue	05
	Ile	06
	Mocuba	11
	Nicoadala	16

Nampula	Angoche	02
	Malema	06
	Meconta	07
	Monapo	13
	Murrupula	16
	Nampula Rapale	20

Tete	Angonia	02
	Gondola	03
Manica		

Nº REF | | | | |

B – DEMOGRAFIA										
ID	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10
	Can you tell me the names of the members of this hh, starting with the head of household, then spouse and finally the rest of the members?	Gender (1) M (2) F	Relation to the head of the HH head 1. Head 2. spouse 3. son/daughter 4. brother/sister 5. father/mother 6. nephew 7. grandchild 8. other 9. none	Age (years)	Can read and write? (1) Yes (2) No	Still studying? (1) Yes (2) No	Level of education 1 none 2 elementary (1-7) 3 Basic (8-10) 4 High school (11-12) 5 University (>12)	Marital status 1 Single 2 Married 3 living together 4 polygamist 5 divorced 6 Separated 7 widowed	Are you or any member of hh practice agriculture as the main activity? (ONLY FOR RESPONDENT) 1 Yes 2 NO **IF no dont interview**	Does paid work? (1) Yes (2) No
					ONLY FOR ≥5 YEARS OLD			**ONLY FOR ≥10 YEARS OLD**		
01										
02										
03										
04										
05										
06										
07										
08										
09										
10										
11										
12										

Nº REF | | | | |

C – RELACIONADO COM O PROJECTO E GRUPO COMPARAÇAO		
C1. Communication and information dissemination		
C1.1. have you ever heard of a program to support agriculture here in the district? **(If no or don't know, jump to C3)**	1 Yes 2 No (96) Don't know	
C1.2. which ones?	**MYAPs** 1. ADRA 2. DCA BOM 3. DCA BT 4. FH 5. SANA 6. Save the Children 7. WV 8. AgriFuturo **PARTI** 9. CIMMYT 10. CIP 11. ICRISAT 12. IFDC 13. IITA 14. ILRI 15. IRRI 16. Government 17. other (especify) _____ 96 Don't Know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C1.3 how did you got to know about the program?	1. radio 2. TV 3. other peasants in general 4. other peasant (neighbour) 5. no peasant, but neighbour 6. implementers of projects 7. community meetings 8. other (specify) _____ 96 Don't know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C1.4. what are the activities / interventions under the projects you mentioned in C1.2?	**1.** Provision of agricultural inputs (seeds, fertilizers, insecticides) **2.** Provision agricultural equipment (transport, tractor, generator, irrigation etc) **3.** Training in soil preparation **4.** Conservation agriculture **5.** Training in crop management practices on farms **6.** Support for produces conservation **7.** Assistance in identifying markets **8.** Support for the improvement of health and nutrition (food	**DON'T READ OUT THE OPTIONS**

	combining, enriched popes with soy / sweet potato etc.). **9.** Training to mitigate the impact of natural disasters (droughts, floods, erosion, cyclone) **10.** Support in accessing technologies (irrigation, improved seeds, agro-processing) **11.** Financial services (DCA Banco Oportunidade and Banco Terra) **12.** Conducting research and demonstrations (new varieties / equipment) **13.** Support in training and legalization of associations, cooperatives) **14.** other (specify) _____ 96 Don't know	**ACCEPT MULTIPLE CHOICES**
C2. Relation to USAID ATB projects		
C2.1. Had you or any member of the hh been directly benefited by one of these projects? **(If No or Don't know, jump to section C3)**	1. Yes 2. No (96) Don't know	
C2.2. From which project (s) you received support?	**MYAPs** 1. ADRA 2. DCA BOM 3. DCA BT 4. FH 5. SANA 6. Save the Children 7. WV 8. AgriFuturo **PARTI** 9. CIMMYT 10. CIP 11. ICRISAT 12. IFDC 13. IITA 14. ILRI 15. IRRI 96 Don't Know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C2.3. que apoio foi prestado a si/sua família ou a um membro do seu AF?	1. Access to agricultural inputs (seeds, fertilizers, insecticides) 2. Access to work tools (hoes, machetes, sickles, axes, boots, etc.) 3. Access to credit 4. Access to technology (irrigation, improved seeds, agro-processing, etc.) 5. Access to the market to buy and sell agricultural products 6. Access to information on agricultural markets, production techniques, inputs, credit, etc. 7. Training or knowledge on techniques and production practices	**DON'T READ OUT THE OPTIONS**

	8. Training or knowledge about disasters prevention (droughts, floods, erosion, cyclone) 9. Women Pparticipation in trade 10. Women participation for resources control (proceeds from sales, land ownership and inheritance) 11. Training or knowledge about nutrition 12. Other (specify) _____ 96 do not know	**ACCEPT MULTIPLE CHOICES**

Nº REF | | | | |

C3. Effectiveness and relevance		
C3.1. Can you mention good things that happened in your community that have contributed to improving the welfare of the people?	1. Easier to buy inputs for agriculture 2. More technology available to increase production 3. Easier to buy and sell agricultural products 4. More shops to buy basic foodstuffs (maize, rice, beans, fish, oil, etc.) and clothing 5. Easier access to the hospital 6. Easier access to school 7. Better roads 8. Easier access to financial services (credit, savings, receive and send money to someone) 9. Easier to find good water to drink (boreholes, small water supply systems) 10. Easier to get jobs 11. Easier access to identification documents 12. Easier to prevent disasters (droughts, floods, erosion, cyclone) 13. Greater involvement of women in community life (employment, associative movements, control of resources - proceeds from sales, land ownership and inheritance) 14. Best conditions for good nutrition 15. Other (specify) _____	

	96 Don't know	
C3.2. Which institutions/ organizations/projects that contributed to this improvement? **(If No or Don't know, jump to question C3.5)**	1. Project intervention (funded by USAID) 2. Government intervention 3. Assistance of other projects (not funded by USAID) 4. Community members own initiative 5. Other (please specify) _____ 6. None 7. 96 Don't know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C3.3. For projects funded by USAID, can you, please, mention the three most important things or aspects?	1. Access to agricultural inputs (seeds, fertilizers, insecticides) 2. Access to work tools (hoes, machetes, sickles, axes, boots, etc.) 3. Access to credit 4. Access to technology (irrigation, improved seeds, agro-processing, etc.) 5. Access to the market to buy and sell agricultural products 6. Access to information on agricultural markets, production techniques, inputs, credit, etc. 7. Training or knowledge on techniques and production practices 8. Training or knowledge about disasters prevention (droughts, floods, erosion, cyclone) 9. Women Pparticipation in trade 10. Women participation for resources control (proceeds from sales, land ownership and inheritance) 11. Training or knowledge about nutrition 12. Other (specify) _____ 96 Don't know	**DON'T READ OUT THE OPTIONS** **ACCEPT ONLY 3 ANSWERS** **THIS QUESTION IS ONLY FOR THOSE THAT BENEFITED FROM AN ATB PROJECTD**

C3.4. O apoio prestado a si ou sua família foi em tempo útil?	**YES**	**NO**	**Can't remember**	
Access to agricultural inputs (seeds, fertilizers, insecticides)	1	2	3	**FOR YOUR OWN CONTROL START BY MARKING WITH X ALL THE SUPPORT REFEERED SEE C2.2** **PLEASE ASK**
Access to work tools (hoes, machetes, sickles, axes, boots, etc.)	1	2	3	
Access to credit	1	2	3	
Access to technology (irrigation, improved seeds, agro-processing, etc.)	1	2	3	
Access to the market to buy and sell agricultural products	1	2	3	
Access to information on agricultural markets, production techniques, inputs, credit, etc.	1	2	3	

Training or knowledge on techniques and production practices	1	2	3	**ABOUT ALL ALTERNATIVES THAT RESPONDENT SAYS HAVE BENEFITED**
Training or knowledge about disasters prevention (droughts, floods, erosion, cyclone)	1	2	3	
Women Pparticipation in trade	1	2	3	
Women participation for resources control (proceeds from sales, land ownership and inheritance)	1	2	3	
Training or knowledge about nutrition	1	2	3	
Other (specify) _____	1	2	3	
C3.5. If you were asked to choose the most important aspects or things to improve the hh farming/activity in the future, what would be your 3 first choices?	1. Access to agricultural inputs (seeds, fertilizers, insecticides) 2. Access to work tools (hoes, machetes, sickles, axes, boots, etc.) 3. Access to credit 4. Access to technology (irrigation, improved seeds, agro-processing, etc.) 5. Access to the market to buy and sell agricultural products 6. Access to information on agricultural markets, production techniques, inputs, credit, etc. 7. Training or knowledge on techniques and production practices 8. Training or knowledge about disasters prevention (droughts, floods, erosion, cyclone) 9. Women Pparticipation in trade 10. Women participation for resources control (proceeds from sales, land ownership and inheritance) 11. Training or knowledge about nutrition 12. Other (specify) _____ 96 Don't know			**DON'T READ OUT THE OPTIONS** **ACCEPT ONLY 3 ANSWERS**
C3.6. Overall, was the support provided easily accessible? **If yes or don't know jump to C4**	1. Yes 2. No (96) Don't know			
C3.7. Why?	1. Lack of information about the availability of support 2. Lack of information on the mechanisms and procedures for accessing support 3. Procedures too bureaucratic to access support 4. Process is untransparent 5. Other (specify) _____ (96) Don't know			
C4. Sustainability				
C4.1. In your opinion how would you rate the impact of activities				**FOR EACH INDICATOR**

(s) project (s) in relation to, yield / ha, household income and nutritional status	<table><tr><td></td><td>Low</td><td>Null</td><td>High</td></tr><tr><td>Yield / ha</td><td>1</td><td>2</td><td>3</td></tr><tr><td>household Income</td><td>1</td><td>2</td><td>3</td></tr><tr><td>nutritional status</td><td>1</td><td>2</td><td>3</td></tr></table>	**(yield, income and nutritional status) TICK ONLY ONE OPTION**
C4.2. In general, do you think you are able to keep them in the absence of support for the project? **If Yes or Don't know, jump to C4.4.**	1. Yes 2. No (96) Don't know	
C4.3. Why?	1. Very recent support (I would need more time to consolidate) 2. Support not relevant to my needs 3. Very tiny volume of support (not enough for my activities) 4. I have no ability to continue it alone (without support) 5. Not motivated to continue in agricultural sector 6. Other (specify) _____ (96) Don't know	
C4.4. What will happen: **a) Dir Benef: when the project ends?** **b) Ind benef: In two years' time?** **If circular option 3, do C4.5**	1. Continue with the activities at the current level 2. Extend what I did so far 3. Start a new business 4. Other (specify) _____ (96) Don't know	
C4.5 In the case of starting a new business, why?	1. I want to abandon agriculture because it gives no profits 2. I want to diversify the business 3. Other (specify) _____ (96) Don't know	

C5. Food Production

What food crops you or your hh grow? **Nº REF** | | | | |

Crop	Current agricultural season			Last agricultural season		
	C5.1. Harvest unity (Ex: bags: 100kg, 50kg; baskets: 20kg, 10kg)	**C5.2. Yield**	**C5.3. cultivated area (use the football field as a measure)**	Produ-tivity	**C5.4. Selling unity (Ex: bags: 100kg, 50kg; baskets: 20kg, 10kg)**	**C5.5. Price/unity ? (MZn)**
1. Maize						
2. rice						
3. soybean						
4. sesame						
5. butter beans						
6. sweet potato						
7. cassava						

DO NOT FILL THE GREY COLUMN

ACCEPT MULTIPLE CHOICES

C5.6. In addition to the above-mentioned crops, did you adopt crop:

a) Dir benef: as a result of the ATB program?
b) Ind benef. Recently (last 5 years)?

1. Yes
2. No
(96) Don't know

If No or Don't know, jump to C6

C5.7. Which crops?

DON'T READ OUT THE OPTIONS

ACCEPT MULTIPLE CHOICES

1. Maize	10. bambaranut	19. onion
2. Rice	11. soybean	20. garlic
3. Sorghum	12. peanut	21. lettuce
4. Sorghum	13. Cashew nuts	22. cabbage
5. Cassava	14. sesame	23. carrot
6. Sweet potato	15. Pumpkin	24. beet
7. Beans	16. cucumber	25. Mango
8. Green beans	17. other _____	26. banana
9. Pea	18. other _____	27. other _____

C5.8. Why is that chose to adopt these crops?

1. I was influenced by other farmers
2. I made the decision based on market
3. I was a precondition to access ATB support
4. Influenced by project information
5. No clear reason

	6. Other (specify) _____ 96) Don't know **DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**

Nº REF | | | | |

C6. Nutrition

C6.1	How many meals adults (18 +) had in this hh yesterday?	**[____]**
C6.2	How many meals and young children (5-17 years) had in this hh yesterday?	**[____]**
C6.3	How many meals younger children (6-59 months had in this hh yesterday?	**[____]**
C6.4	What your hh ate yesterday and in last 7 days?	

	C6.5 Yesterday, this hh ate? 1 = YES 2 = NO	**C6.6 In AF, the past 7 days, how often they ate (0 to 7)**	**C6.7 What was the main source of the product (see codes below)**
a) Grain maize, Maize meal, maize porridge, millet, sorghum, rice			
b) Other cereals manufactured: Bread, pasta, spaghetti, crackers			
c) Cassava, yam			
d) Potato			
e) Sweet potato, pumpkin, carrot			
f) Sugar			
g) Beans, peas, lentils			
h) Peanuts and cashews			
i) Horticulture / vegetables			
j) Green Leaves			
k) Fruits - mangoes and papayas only mature			
l) other fruits (berries incl)			
m) Beef, lamb, beef and other meats, insects, etc..			
n) Poultry (chicken, duck, rabbit, etc.)			
o) Pig			
p) Liver, kidney, intestines, heart, other organs.			
q) Eggs			
r) Fish or seafood fresh / dried			
s) Oil Kitchen / fat / butter / lard			
t) milk / yogurt / other dairy			
u) CSB (a mixture of corn flour and soy)			
v) sesame seeds, watermelon, pumpkin			
w) Salt			

PLEASE READ OUT ALL OPTIONS

Codes for source of product

1. Own production	4. offer	6. Food subside/support

2. Exchange: work/food	5. purchase	7. exchange: product/product
3. Loan		

C7. Adopção de Novas Ideias e Tecnologia		
C7.1. did you adopt new ideas or technologies (ex. irrigation, improved seeds, agro-processing) **a) Dir benef: As a result of the program?** **b) Ind benef: Recently (last 5 years)?** **If not, jump to C8**	1. YES 2. NO	
C7.2. Which ones?	1. Improved seeds 2. Irrigation 3. Conservation agriculture 4. Animal traction 5. Fertilizers and incecticidas 6. Agro processing	**ACCEPT MULTIPLE CHOICES**

	7. Barns 8. Other (specify) _____	
C7.3. acha que tem condições para mante-las ao longo do tempo?	1. Sim 2. Não 3. parcialmente 96 Não sabe	
C.8. Main hh income		
C8.1. Quais foram as principais fonts de rendimento do AF nos últimos 12 meses?	**Escreva códigos** [_____] [_____] [_____]	**LIST ONLY 3 MAIN SOURCES**

1	Sale of cereals and legumes	7	Fishing (selling fresh, dried or frozen)	13	Elderly subside or poverty certificate	19	Re-sale of food aid
2	Sale of income crops	8	Sale of firewood / charcoal	14	Donation of money or food	20	food for work
3	Sale of farm products (receive money)	9	Manufacture / sell traditional beverages	15	Profits from associations membership	21	Healer / Church
4	Sale of fruits	10	transport	16	Informal trade	22	Remittance / transfers received
5	Sale of Forest and fauna products and (ex. honey, medicinal plants)	11	Construction / Materials	17	Formal trade	23	Informal labour paid in cash
6	Commodity exchange-farm	12	Formal Employment	18	handicraft	24	livestock

C9. Coordination with other programs	**(DON'T ASK THIS SECTION TO RESPONDENTS THAT DID NO RECEIVE SUPPORT FROM AN ATB PROJECT)**	
C9.1. Did you or any of the hh member receive any support from another organization which was facilitated by the USAID project? **If No or Don't know, jump to C10**	1. Yes 2. No (96) Don't know	
C9.2. What was the nature of the organization/support?	1. Government institution 2. Government extensionist 3. Private extensionist 4. NGO 5. Other (specify) _____	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C9.2- What was the nature of support provided by the organization?	1. Access to agricultural inputs (seeds, fertilizers, insecticides) 2. Access to agricultural equipment (transport, tractor, generator) 3. Ability to improve soil preparation	**DON'T READ OUT THE OPTIONS**

	4. Ability to manage farms 5. Conservation of products 6. Value Addition (except agro processing) Product 7. Identifying market for products 8. Eight. information about health and nutrition 9. Ability to mitigate the impact of natural disasters 10. Access to technology (irrigation, improved seeds, agro processing 11. Access to financial services 12. Participation in research /demonstrations 13. Other (specify) _____ 14. Do not recalled	
C10. Linkage with supporting organizations	**Nº REF**	
C10.1. Someone in your hh has become a member of a peasant organization (association or cooperative): **a) Dir benef: As a result of USAID program?** **b) Ind benef: Recently (5 year)?** **If No or Don't know, jump to C10.3**	1. Yes 2. No (96) Don't know	
C10.2. What benefit you or the hh member that adhered to the association/cooperative had?	1. Access to agricultural inputs (seeds, fertilizers, insecticides) 2. Access to agricultural equipment (transport, tractor, generator) 3. Ability to improve soil preparation 4. Ability to manage farms 5. Conservation of products 6. Value Addition (except agro processing) Product 7. Market identifying for products 8. Information about health and nutrition 9. Ability to mitigate the impact of natural disasters 10. Access to technology (irrigation, improved seeds, agro processing 11. Access to financial services 12. Participation in research /demonstrations 13. Other (specify) _____ 14. Do not recalled	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C10.3. Did any member of your hh became a service provider or joined to any other company of agro business? **If No or Don't know, jump to C11**	1. Yes 2. No (96) Don't know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C10.4. What benefit had??	1 Better income 2 Employment 3 Good reputation within the community	**DON'T READ OUT THE**

	4 Other (specify) _____ (96) Don't know	**OPTIONS** **ACCEPT MULTIPLE CHOICES**
C11. Género		
C11.1. What is the involvement of women in this hh on income generation?	1. Domestic tasks only 2. Helps in agriculture 3. Paid work in the community 4. Other (specify) _____ 5. None	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C11.2. What is the involvement of women in commercialization of crops or livestock??	1. Participate in the harvest and give the crops to men to go to sell 2. Participate in product packaging 3. Transportation of products to the market 4. Sell products in the market 5. Other (specify) _____ (96) Don't know	**ACCEPT MULTIPLE CHOICES**
C11.3. Who handles the family income in this hh?	1. Man 2. Woman 3. Both 4. Other (especify) _____	**DON'T READ OUT THE OPTIONS**
C11.4. What happens to the assets/properties in other hh when something happens to man head of the hh?	1. Will be given to husband's family 2. Woman will inherit 3. Property will be sold 4. I never paid attention to that 5. Other (specify) _____ (96) Don't know	**DON'T READ OUT THE OPTIONS**
C12. CREDITO RURAL		
C12.1. Did any member of the hh receive credit as result information, advising, liaising with USAID program? **If yes, jump to C12.3**	1. Yes 2. No (96) Don't know	
C12.2. Why did not have access?	1. I do not need 2. Money is too expensive (high interest rate) 3. Very bureaucratic procedures to access the money 4. I have no collateral 5. I had access the Government local development funds (7 mio) 6. Other (specify) _____ 96 Do not know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C12.3. Did any of your hh member receive some credit from another source other than	1 Yes	

the project? **If No or Don't know, end the interview. Thanks the respondent**	2 No (96) Don't know	
C12.4. From which source?	1. Government Development funds (7 mio) 2. Local bank 3. NGO 4. Informal revolving credit 5. Angiota 6. Informal groups (Xitique) 7. Other (specify) _____ 96 Don't know	**DON'T READ OUT THE OPTIONS**
C12.5. Can you tell us, how much it was?	1 0 – 5,000.00 Mzn 2 5, 001 – 10,000 MZn 3 10, 001 – 20,000 MZn 4 20,001 – 50, 000 MZn 5 50, 001 – 100,000 MZn 6 100, 001 – 500,000 MZn 7 Mais do que 500, 000 MZn 96 Dont nkow	**DON'T READ OUT THE OPTIONS**
C12.6. What is/was the interest rate?	1 ≤19% 2 19-20 % 3 21-24% 4 25-30% 5 31-40 % 6 41-50% 7 ≥51% 96 Não sabe	**DON'T READ OUT THE OPTIONS**
C12.7. what is/was the collateral?	1 Casa 2 Dinheiro 3 Equipamento 4 Animais 5 Bens de casa 6 Outros (especifique) _____ **Nº REF** ☐☐☐☐ 96 Não sabe	**DON'T READ OUT THE OPTIONS**
C12.8. What is/was the payback period?	1. Até 6 Months 2. 7-12 Months 3. 13-24 Months (1-2 years) 4. 25-36 Months (2-3 years) 5. 37-48 Meses (3-4 years) 6. 49-60 Months (4-5 years) 7. Mais do que 60 Months (mais de 5 years) 96 Não sabe	**DON'T READ OUT THE OPTIONS**
C12.10. Tell us the contribution	1. Helped in expanding my business	

the credit helped you and the hh?	2. Helped in purchasing agricultural inputs 3. Helped in starting my business 4. Helped in adoption / buying new technology 5. Helped in market access 6. Helped in boosting productivity 7. Other (specify) _____ 96 Do not know	**DON'T READ OUT THE OPTIONS** **ACCEPT MULTIPLE CHOICES**
C12.11. How do you feel by being able to access the credit? If happy or very happy, end the interview. Thanks the respondent	1. Unhappy 2. Indifferent 3. Happy 4. Very happy	**DON'T READ OUT THE OPTIONS**
C12.12. Why? End the interview. Thanks the respondent	1. very expensive money (high interest rate) 2. Very risky 3. Other (specify)_____ 96 Do not know	**DON'T READ OUT THE OPTIONS**

ANNEX VI: SCOPE OF WORK

C.1 Objective

The title of the program to be implemented under this contract is the "*Agriculture Sector Performance Evaluation"*. The main purpose of the evaluation is to:

- Assess the effectiveness of the current (2009-2014) ATB agriculture activities in achieving their goals;
- Assess the longer-term impact[2] of ATB agriculture activities on food security, nutrition and incomes of targeted beneficiaries and the sustainability of those ATB activities finished;
- Assess the extent to which ATB coordination with other stakeholders have created synergies to achieve goals.

C.2 Background

C.2.1 Development problem addressed

Although Mozambique has discovered significant economic growth since the termination of the civil war in the early 1990's the overriding development challenges remain largely the same.

Despite having one of Africa's best records of sustained growth (average of 8% for more than 10 years), the growth in Mozambique has not reduced poverty and the economy is periodically negatively affected by droughts, floods, and cyclones. At the same time even with some improvements during the 1990s in the agriculture sector, Mozambique remains a food insecure country, with considerable improvements still needed in food availability, access and utilization.

Mozambique is characterized by abundant arable land and other natural resources and a climate that enables year-round agricultural activity. Despites these potentialities Mozambique remains one of the poorest countries in the World.

Mozambique has tremendous potential to develop highly productive and globally competitive agriculture, from both smallholder farms and large-scale commercial farms for food and cash crops, livestock, and forest products. In order to realize this potential, however, policies regarding key infrastructure investments, technology generation and adoption, human and institutional capacity development and market structures need to be addressed. The agricultural sector, which supports close to 80% of the population, is largely made up of subsistence farming characterized by low-yielding technologies and techniques that trap rural smallholders in an ongoing cycle of poverty.

The dearth of productivity-enhancing technologies and techniques, generated and disseminated by either the public or private sectors, is a major factor contributing to the low productivity in the sector. At the same time, markets for agricultural inputs are small and segmented and lack transparency and outreach, while information about and access to market opportunities for produce is imperfect and limited. Agribusiness enterprises in rural Mozambique face limited access to finance, poor infrastructure (roads, electricity and water) as well as high transportation costs.

Prior to the current world food crisis it was expected that expansion of commercial agriculture and exports in Mozambique would arise from its cash crops, especially sugar, tobacco, cashew nuts and most recently horticulture products, especially fruits. With the current surge in world food prices, Mozambique is also in a position to play an increasingly determining role in the production and export of food crops such as maize, rice, cassava, and beans.

In response to these challenges the Comprehensive African Agriculture Development Program (CAADP) process has been launched, and a new Mozambican Poverty Reduction Strategy highlights the importance of improving agricultural productivity. Finally a new 10-year Agricultural Sector Strategic Plan has been approved, paving the way for finalizing a CAADP Compact and Investment Plan

Both the former SO6 and the current ATB's agriculture activities have been developed to respond to these challenges albeit with different focus. ATB's agriculture activities address constraints to smallholder agriculture and rural enterprise development. The activities also encourages productivity-enhancing technologies, deepening rural marketing networks through partnerships and associations, agricultural research and assisting vulnerable families to move from subsistence to surplus for higher family income.

USAID/Mozambique has devoted significant resource to mobilize private investment; forge public- private partnerships, and strengthening donor coordination to develop a more productive, market-oriented, competitive agriculture value chain where Mozambique enjoys a comparative advantage.

ATB's agriculture activities under the current 2009-2014 CAS are focused on the following areas:

Agribusiness Development: USAID, through the U.S. Presidential Feed the Future initiative supports farmers, farmer associations, rural enterprises, and industry associations with training and technical assistance for improved farming techniques, value-added processing, and better business management. As result, USAID programs are increasing the rural family incomes and promote productive asset accumulation through the creation of sustainable, competitive industries (ex: poultry, cashew industry).

Agricultural Technology Generation and Transfer: ATBs agriculture activities help identify appropriate crop varieties for the local market and supports their adoption. These varieties (cassava, Irish and sweet potato) are higher yielding, more nutritious, disease resistant, and/or better reflect market requirements. Agro-input dealers, farmer associations, non-governmental organizations, and government agencies collaborate in the multiplication of improved seeds and subsequent adoption by rural farmers. USAID is supporting the Mozambique Agricultural Research Institute (IIAM) to enhance agricultural research system capacity to cost effectively promote the adoption of improved agricultural technologies, and the Ministry of Agriculture in their capacity to formulate and implement agriculture policy.

Rural Finance: USAID is expanding the access to financial services to rural areas and introducing a low cost technology financial products for export and processing opportunities

Food Security: USAID food security activities promote productivity-enhancing technologies, deepen rural marketing networks, and address the root causes of chronic malnutrition in Mozambique.

C.2.2 Development Hypothesis

The target population of the ATBs activities is the poor, primarily in the central and north of Mozambique. The development hypothesis as outlined in the 2009-2014 CAS and in the draft ATB PMP is that the economic status of the poor in targeted areas will be improved by economic growth of two key sectors: agriculture and tourism of which the first is the focus of this evaluation.

Since the start of the agriculture program in 2009 the overall Assistance Objective has changed from: *"Improved Competitiveness of Key Economic Sectors"* to *"Inclusive Growth of Targeted Economic Sectors."* This reflects recognition that activities will not substantially affect the competitiveness of key economic sectors, but will rather be capable of stimulating economic growth. Similarly, *"Agricultural Productivity Increased", "Agribusiness Strengthened"* and *"Natural Resource-Based Tourism Strengthened"* were at the starting point the three Intermediate Results (IRs) posited as both necessary and sufficient to affect change in the AO. "*Agribusiness Strengthened"* has since been replaced with *"Enabling Environment Improved"* reflecting an increased focus on policy reforms. This evaluation will focus on the first two IRs: *"Agricultural Productivity Increased "and "Enabling Environment Improved"*

There are five sub-intermediate results (Sub-IRs), changed from three in 2009 that are poised as necessary and sufficient to cause the three IRs to occur: *"Access to Agricultural Markets Improved"*, *"Agribusiness Strengthened"*, *"Access to Agricultural Technologies Improved",* "*Capacity for Policy Advocacy Strengthened*" and finally "*Implementation of Policy Enhanced."* This has changed from the original three: "*Policy Improved", "Human capacity developed",* and *"Key Infrastructure Constructed*."

Activity interventions are with customers whose interests are aligned with economic growth of the two key sectors, agriculture and tourism. Whenever possible, USAID is trying to pursue private/public partnerships and collaborative programs with other donors to leverage investments and ultimately increase competitiveness.

Annex I has a visual representation of our development hypothesis in the form of a results framework.

C.2.3 Program/Project Information

USAID/Mozambique's agriculture portfolio currently consists of 8 different projects each striving to achieve specific goals and contribute to achieving ATB's higher level goals. While SCIP is part of our portfolio, the project should not be included in the scope of this evaluation as this particular cross-sector project will undergo a separate evaluation. However, we describe it below in order to strengthen the background information. Some of the current projects are a follow up of a previous project also described below which provides explanation for this mid-term evaluation's part focus on assessing long term results

Annex 4 shows a visual timeline of the projects to be evaluated.

AgriFUTURO - May 2009-February 2013

Agrifuturo is a follow on project to the EMPRENDA project implemented during SO6 (2004-2009). Agrifuturo is the flagship project of ATB's agriculture portfolio and the main agribusiness project under Feed The Future. The objectives of the Agrifuturo project are in line with the Economic Growth Assistance Objective and also falls within the Priority Goal Two: Improve Competitiveness of Key Economic Sectors (recently revised to: Inclusive growth of targeted economic sectors), defined in the Country Assistance Strategy 2009-2014.

The activities of the Agrifuturo program contributes to promoting commercialization of agriculture by developing a more productive, market-oriented and higher value-added agricultural sector; by providing support, through public-private partnerships where feasible, for construction and/or improvements of key economic infrastructure (roads, water for irrigation and drinking, and market facilities).

The goal of the Agrifuturo program is to increase the competitiveness of Mozambique's private sector through the development of competitive agricultural value chains favorably, impact rural household incomes, increase private sector investment, increase job opportunities in rural areas, and increase sales and exports of high value agricultural commodities and products. By identifying market opportunities and stimulating market led agro-enterprise and farmer association linkages with domestic, regional and international markets, the Program will also increase sales and exports of high value agricultural commodities and products.

The geographic focus is along the Beira and Nacala development corridors in central and northern Mozambique. The activity focus on value chains where Mozambique possess a long-term competitive advantage (i.e., cash crops such as tropical fruits, oilseeds, forest products and cashews and food crops such as maize, rice, and cassava). The intervention areas include: creating an enabling environment for agribusiness value chain development; agribusiness development services; linkages to financing services for agribusiness development; and public-private partnerships.

Specific outcomes to be achieved:

- Increase Mozambique's private-sector competitiveness by strengthening targeted agricultural value chains.
- Create incentives to improve the enabling environment,
- Expand and strengthen business development services,
- Build linkages between agribusinesses and financial services providers, and
- Increase and strengthen public/private partnerships.

SPEED - August 2010 - September 2014

SPEED (*Support Program for Economic and Enterprise Development*) is a follow on project to two separate projects during SO6 (2004-2009), namely TIP and CTA. The SPEED project is focused on the enabling environment and work primarily to influence policy change. SPEED is trying to promote increased private investment and create jobs by improving the business climate, attracting investment, and enhancing the productivity and competitiveness of agriculture, tourism, and related SMEs. The aim of SPEED is to improve the business climate and attract investment by supporting the Government of Mozambique to approve and implement policy reforms conducive and appropriate for development of a sound private sector. These include improving government transparency, accountability, and enhancing intellectual property protection and enforcement. SPEED also works to establish effective conflict resolution mechanisms, and build the capacity of related government institutions that have the mandate to implement policy reforms. Successfully implemented, SPEED will increase export diversification, support job creation, and contribute significantly to the income generation of the country.

MYAP-Title II - August 1, 2008 - July 31, 2013

The overall objectives of the MYAP (*Multi Year Assistance Program*) are:

- Increase household agricultural income in target areas;
- Improve health and nutritional status of the beneficiaries;
- Strengthen the capacity of communities to mitigate the impact of disasters.

MYAPs consists of four separate projects:

Food for the Hungry has been implementing relief and rehabilitation programs in Mozambique

since 1987 and successfully implemented two Title II DAP programs from 1997 to 2008 in Sofala Province, focusing on agriculture, marketing, savings groups, community capacity building, nutrition, and health. Since 2005, FH has expanded its programmatic areas to include HIV prevention, care, and child survival with USAID, Government of Mozambique, and private funds. In this MYAP, FH is implementing a comprehensive, integrated program to reduce food insecurity in Cabo Delgado (CD) Province, which is by far the most vulnerable province in the nation with the lowest GDP, the highest rate of poverty.

Key activities includes the use of Farmer Field and Life Groups to diversify staple and cash crop production, improve natural resource management, establish savings groups, improve farmer marketing potential, and strengthen business incubator, training and stimulating behavior change via Care Groups, promotion of key foods, support to the MOH to identify and treat malnourished children, women, and HIV+ individuals, construction of water and sanitation systems, and training in the essential hygiene behaviors. Further key activities include strengthening community capacity through training of Community Development Committees in governance, project planning, and conflict resolution, involving them in program planning, implementation, monitoring and evaluation, and assisting them to design and implement their own small infrastructure projects.

Save the Children Mozambique Title II Multi Year Assistance Program: SANA, In an effort to address significant food insecurity in Nampula Province, Save the Children Federation Inc, (SC), Africare, and the Cooperative League of the USA (CLUSA) have established a MYAP consortium to implement the Segurança Alimentar Através de Nutrição e Agricultura (SANA) or Food Security Through Nutrition and Agriculture program. SANA is taking to scale the most effective approaches proven by these experienced partners in Mozambique. SC has been implementing integrated Title II funded food security activities in the coastal region of Nampula Province for over ten years, expanding coverage from two districts in FY97 - 01, to six districts in FY02 – 06. SC and Africare will lead community mobilization and group intervention/training activities in rural districts of Nampula. CLUSA will work with SC and Africare across the province to apply their expertise in linking farmer association members to profitable markets.

Adventist Development and Relief Agency International (ADRA) Mozambique Title II Multi Year Assistance Program: Osanzaya Zambezia (Make Zambezia Happy) Income Generation Program (IGP): The strategy of the ADRA MYAP program is to reduce food insecurity and increase rural incomes in a sustainable way that integrates commercialization with increased productivity and strengthened value chains of select agriculture products in addition to improved health, nutrition, water and sanitation. The USAID mission notes market integration as fundamental to alleviate poverty and promote food security to address persistent malnutrition. They are also compatible with strategies of the Government of Mozambique, both nationally and at the province and district levels to increase rural incomes, ADRA enables smallholder farmers to focus on a set of products that have a high potential for profit based on market demand. ADRA's market study has identified specific products with market growth potential that are suited to agronomic conditions of the targeted program areas. ADRA emphasizes promotion of peanuts, maize, pigeon peas and cashew according to the aptitude of each district. This market-driven approach to agriculture production and commercialization will result in improved family and community resiliency and strengthen their capacity to improve their living situation.

World Vision Mozambique Title II Multi Year Assistance Program: OCLUVELA World Vision Mozambique (WVMoz) and International Relief and Development (IRD) has partnered together for a three year MYAP to respond to the identified food insecurity needs of

targeted populations in 8 districts of Zambezia. Based on the analysis of food insecurity in Mozambique that recognized the problem as both chronic in nature as well as vulnerable to shocks, OCLUVELA has targeted vulnerable populations using interconnected interventions with the aim to improve food availability through increased agricultural production, food access through increased income via sales of cash crops and off-farm opportunities and food utilization through aggressive nutrition messaging and community mobilization.

SCIP -August 2009 – July 2014 (not part of evaluation scope)

The SCIP (*Strengthening Communities through Integrated Programming Program*) program constitutes an innovative program approach integrating IHO and ATB activities. The framework for these projects is designed to contribute substantively to USG and GOM goals in health, HIV/AIDS, water/sanitation, and rural enterprise. The SCIP program is linked to three of ATB's and IHO intermediate results. Those are:

a. Rapid rural income growth sustained in target areas;

b. Increased use of child survival and reproductive health services in target areas;

c. Transmission of HIV reduced and the impact of the epidemic mitigated.

Activities are expected to increase synergy across USAID/Mozambique's programs to amplify their collective impact at provincial, district, and community levels. Opportunities to integrate at the community level are particularly important. Activities are meant to complement current and future activities of Food for Peace title II Multi-Year Assistance Programs (MYAPs) in the two focus provinces of Nampula and Manica. The holistic approach encouraged in this project is also meant to improve communication among key partners, empower provincial and district-level government counterparts, and provide more cost-effective approaches to achieving development results.

Specific development results expected to be achieved are:

- Quality health goods and services access and availability improved.
- Appropriate health practices and health care seeking behavior adopted.
- Accountability of community and district health structures to the people they serve increased.
- Community social infrastructure sustained through a range of allies and networks of support they can draw upon to solve health problems.
- Availability and use of clean, multi-use water increased.
- Sanitation facilities and hygiene practices in target communities improved.
- Constraints to the development and growth of the value chains for focus commodities reduced.
- Incomes of target population increased.

MSU—October 1, 2004 – May 30,2012 (pending extension to Dec 31,2012)

The overall objective of this activity called *Strengthening Mozambican Capacity to Harness Technology, Market and Policies for Accelerated Productivity Growth and Poverty Reduction* is institutional capacity strengthening in IIAM and MINAG to enhance capacity for policy analysis, planning, sector monitoring and technology development and transfer; and to support market development. More specifically the project aims at:

- Identifying data, informational, and programmatic gaps that need to be filled to link nutrition interventions more fully into Mozambique's agricultural development agenda
- Supporting Mozambique to implement the Comprehensive African Agricultural Development Program (CAADP), including but not limited to linking the Ministry of Health's Technical Working Group on Chronic Malnutrition with the Ministry of Agriculture's Agricultural Sector Development Strategy (PEDSA), to contribute with analytical studies and to fill identified gaps during stock taking; and
- Strengthening Mozambique's Agricultural Market Information System – SIMA – by modernizing its technology platform and making it a central player in improving market outlook information and other agricultural market intelligence in the country.

DCA – BOM –December, 2009 – November,2016

This *Development Credit Authority* activity supports Banco Oportunidade, an affiliate to Opportunity International, to significantly expand its financial services to clients in rural areas in central and northern Mozambique by providing financial services to the rural agribusinesses in Mozambique. The activity makes strategic use of guarantee facilities provided through the DCA facility to leverage finance for agricultural MSMEs.

DCA – Banco Terra – December, 2009 – November,2016

This *Development Credit Authority* activity supports Banco Terra, to significantly expand its financial services to clients in rural areas in central and northern Mozambique by providing financial services to the rural poor in Mozambique. The activity makes strategic use of guarantee facilities provided through the DCA facility to leverage finance for agricultural MSMEs.

PARTI -October 2009 – September 2014

The overall objective of the PARTI (*Platform for Agricultural Research and Technology Innovation*) program is to increase the productivity of Mozambique's agricultural sector through development and adoption of improved agricultural policies, technologies and practices.

The PARTI Program initiatives are aligned with the USAID assistance objectives stated in the USG Country Assistance Strategy (2009-2014) to improve competitiveness of key economic sectors. The program is also aligned with the Government of Mozambique strategies to improve rural household incomes, food security, and nutrition. More specifically, the PARTI Program supports agricultural policy analysis and sector planning, including the Comprehensive African Agricultural Development Program (CAADP) process; agricultural research; technology transfer, including agricultural input systems; and human capacity and institutional development, including facilities improvement of the Mozambican National Agricultural Research Institute (IIAM). The program focuses on crops, livestock, and natural resource management that are important for domestic food security and/or where Mozambique possesses long-term comparative advantages for import substitution and/or regional or international trade.

C.2.4 Target Groups

The target population of the ATBs agriculture activities is the majority of poor rural agriculture small holders (mostly under 2 Hectares), primarily in the central and north of Mozambique. However, the portfolio also targets relatively larger emerging farmers (more than 5 hectares) and other type of enterprises (farmer associations, processors, input suppliers), ASC (Agriculture service center) and FOSCs (farmer's owned service centers)) in the attempt to link-up these different actors in the agriculture sector.

C.2.5 Target Areas

The coverage for SPEED, MSU and PARTI is national. The rest of ATB's agriculture activities are predominantly centered in the provinces of Zambezia, Nampula, Sofala and Manica, especially in the Beira and Nacala corridors. However, agriculture activities have been present in Tete and Niassa provinces.

Annex 2 has a detailed description by district of the coverage of all of ATB projects and Annex 3 has a visual map representing areas of coverage for AgriFuturo, SCIP and MYAP-TitleII.

C.2.6 Critical Assumptions

The critical assumptions as outlined in the ATB PMP are: 1)That the Government of Mozambique (GOM) commits to policy reform to increase trade and empower farmers and industry; 2) that USG provides $35-40 million annually; 3) that political and civil stability will generally prevail; and lastly 4) that no major natural disasters will occur.

C.2.7 Existing Data

- National Agriculture statistics, by INE:
- Aviso Previo data system. Yearly.
- TIA 2008, approximately 6,000HH survey. The next one will be based on 2012 data.
- CAP (Censo Agropecuario) 2010-2010 (pre-data available)
- Household data, by INE:
- IAF-2004
- IOF (Inquerito Orçamento Familiar) 2008-2009. INE. Used for Poverty assessment.

  DHS 2011 (data available early 2012)
- Agricultural census (2009) by INE and MINAG
- INCPROX: Title 2 partners communities with 2010-2011 data, by MSU
- Agricultural Transformation: Partial TIA Panel Study. Revisited only some of those households in TIA related to soy, maize and sesame. 2010-2011 data (data available early 2012), by MSU

More information at INE website (www.ine.gov.mz) or MSU website (www.aec.msu.edu/fs2/mozambique/index.htm)

C.2.8 Performance plans and reports

ATB AADs, IEHA strategy and reports, FtF strategy and reports, SO6 PMP, ATB PMP (draft), PIR binders (Semi- annually), PPR (annually), IPs Quarterly and Annual Reports.

Evaluations:

USAID/Mozambique, Mozambique Food Security Programming Framework FY 2008-2012, October 2007

USAID/Mozambique and LTL Strategies. Presidential Initiative to End Hunger in Africa, Mid-Term Evaluation, October 2006

USAID Mozambique Final Evaluation Report on P.L.480 Title II– November 2006 of six NGOs: (ADRA, Africare, CARE, FHI, Save the Children and World Vision).

Implementing Partners Final Reports:

Care International Mozambique, Viable Initiatives for the Development of Agriculture (VIDA 2) Final

Evaluation, September 2006.

Global Development Alliance, The Development of Producer-Owned Trading Companies in Mozambique & Zambia GDA – POTC Final Report, April 2004 – May 2007, August 2007.

Mozambique/Food for the Hungry, DAP II Final Report, Development Activity Program, Oct 1, 2002 to April 30, 2008, November 2008.

ADRA Mozambique, Zambezia Integrated Food Security Initiative 2001-2006, Evaluation Report, November 2006.

Mozambique/Save the Children, Coastal Region Integrated Food Security Program Close-Out Report, November 2007.

Technoserve, ACDI/VOCA, CLUSA, Empowering Private Enterprise in the Development of Agriculture Program Report (February 2005 to April 2009), 2009.

ARD Inc., Mozambique Agricultural Research Competitive Grants Program Final Report, February 2010.

CIP International Potato Center, 2006-2007 Report. March 2008.

ARD Inc., Mozambique Agricultural Research Competitive Grants Program (COMPETE), Final Report, February 2010.

C.3 Evaluation Fundamentals

C.3.1 Audience

As this evaluation is intended mainly to inform decision making in USAID/Mozambique at the mid-term level the primary audience is the technical teams in USAID/Mozambique, especially ATB, the support teams, both financial and the PO, and the MGT team, in particular FO.

Secondly, the Implementing Partners involved in ATB activities would naturally be interested and could learn from findings and recommendations as well, but they are not the primary audience. However, evaluation findings will be presented to relevant IPs and they will be allowed to comment and make suggestions to questions.

Beneficiaries are not a direct audience for this evaluation. However, there may be areas where evaluation findings make sense to share with the beneficiaries. On the other hand, the evaluation will be of interest to GOM, especially MINAG, the wider agriculture sector donor group, and these will thus function as an indirect audience and evaluation finding will be shared with these groups.

C.3.2 Intended Uses

This evaluation's primary purpose is to inform decision making on ATB's agriculture activities, in order to readjust and steer programming for the remainder of the program cycle. The evaluation findings will also be used to inform future strategic decision making and design of new programs and projects.

The findings and recommendations in the evaluation are envisioned to help strengthen and improve the effectiveness, impact and sustainability of USAID/Mozambique's agriculture activities.

On a broader level the evaluation will also be used to enhance in-house organizational learning and will provide important information to GOM, MINAG and other agriculture sector donors on agriculture development in Mozambique and specifically on particular successful

USAID/Mozambique agriculture sector models/approaches that can be scaled up at a national level.

C.3.3 Evaluation Questions

The evaluation questions are separated into 4 main criteria inspired by the Development Assistance Committee's (DAC) internationally recognized evaluation criteria.

Effectiveness: To what extent has SO6/ATB's agriculture sector activities resulted in increased availability, dissemination and adoption of improved technologies, increased agricultural productivity, and increased sales amongst targeted beneficiaries?

a. To what extent did the ATB model/approach of increasing access to financial resources lead to increased sales amongst rural agricultural producers?

b. To what extent did/do public-private partnerships created by the ATB agriculture projects advance ATB objectives?

c. What have been the most effective approaches utilized by ATB in strengthening linkages between research/extension/farmers; farmer's associations/cooperatives; agribusiness enterprises and local service providers to achieve the desired results?

d. How effective have ATB's interventions in promoting behavior change in assisted communities been?

e. Have agriculture sector policy reforms occurred due to ATB interventions?

f. To what extent have ATB's agriculture activities been effective in including gender in design and implementation?

Impact: To what extent did ATB interventions contribute to a change in the status of food security, nutrition, and rural income growth of communities where interventions were implemented?

Sustainability/Ownership: To what extent have the projects worked with local institutions, and what have been the results of this relationship in terms of building/strengthening local institutional capacity, ownership and the long-term sustainability of the activities? To what extent have the associations developed and nurtured by USAID's past programs been sustainable?

Coordination/Harmonization/Synergies: To what extent do ATB agriculture projects coordinate and harmonize activities across program components, with other USG programs/projects, other donors and the GOM to create complementarity and synergies, and what are the key challenges, and success stories?

C.3.4 Recommendations

Based on the above evaluation questions the Evaluation Report should provide targeted recommendations on how to improve the effectiveness, impact and sustainability of ATB's agriculture activities. More specifically the evaluation should generate recommendations about scalability of projects; improvements in capacity strengthening; strengthening of local ownership of agriculture development; and forging stronger direct partnerships with local organizations in line with USAID Forward reform process.

C.4 Technical Requirements

C.4.1 Evaluation Scope

The evaluation will cover the 8 different agriculture activities under the current portfolio and the focus is on ATB's agriculture portfolio since 2009 when the new CAS was approved, but since most of the current programs and projects are follow on program/projects from the previous SO6 program, a review of relevant documents and data pertaining to SO6 activities back to 2004 will be required for this evaluation.

C.4.2 Evaluation Design

This performance evaluation will to the extent possible adhere to the new USAID Evaluation Policy (http://www.usaid.gov/evaluation) guidelines for more rigorous evaluation methods. As this is a performance evaluation the evaluation will utilize a non-experimental design but incorporating both qualitative and quantitative methods.

C.4.3 Evaluation Methods

C.4.3.1 Data collection methods

The evaluation will use a mixed methods approach combining qualitative and quantitative methods. When possible PRA techniques will be used to contribute to answering questions regarding longer term impact of USAID/Mozambique's agriculture interventions on food security, nutrition and income growth.

In addition to using existing reports from implementing partners and previous evaluations the qualitative information may be collected from interviews of the following suggested list:

- Key informant interviews with GOM technical and senior-level officials; implementing partners, key donors and international organizations as well as all USG agencies
- Focus group interviews of private sector (agribusiness and industry associations)
- Participatory Rural Appraisal (PRA) methods with current beneficiary communities.
- Focus groups with smallholder farmers
- Evaluations of current and past USAID agriculture programs and projects;
- Evaluations of other relevant donor-funded and agriculture sector development programs.
- Workshops with attendance of USAID staff, implementing partners and key stakeholders (other relevant donors, USG agencies and GOM institutions such as MINAG, Universities) in other to explore these questions in depth and generate valuable input for recommendations on future directions of the activities.

The quantitative information will mainly come from the following sources:

- Secondary data, such as data collected on ATB agriculture indicators, data from the INCPROX, the national agriculture surveys: Aviso Previo and TIA, other HH data such as the 2011 DHS; data from MINAG, INE or other donor's
- Data from implementing partners performance reports and evaluations
- Mini-survey of households with probability sampling
- If deemed feasible these interviews could be complimented by a rapid email survey to key stakeholders. A rapid email survey would be a rapid and low cost way of generating information from key stakeholders.

The exact methods used can vary between evaluation questions, depending on the type of

question and the data available. The consultant will specify in detail in the Inception Report the best methods to be used for each evaluation question in the inception report. These methods must be approved by the USAID/Mozambique evaluation manager prior to commencing the evaluation. However, USAID/Mozambique suggests the following methods to be considered by the consultant:

For the first question on the extent to which ATB's agriculture activities have resulted in increased availability, dissemination and adoption of improved technologies, increased agricultural productivity, and increased sales amongst targeted beneficiaries USAID/Mozambique expects the consultant to use a mixed method of in-depth interviews with key personnel from USAID, Implementing Partners and key stakeholders such as MINAG and donor partners in the Agriculture sector. These interviews would take up a prominent position in answering the first question as this relates predominantly to operational methods of approach. These interviews would be combined with a follow on rapid HH survey in targeted areas to determine the extent of improvement in terms of use of technologies, productivity and sales amongst targeted HHs. The survey would generate follow on data on baselines collected via such HH surveys as the INCPROX, the Aviso Previo and the TIA depending on the available baseline information. The survey should be complemented by focus group discussions amongst the different types of farmers assisted through USAID/Mozambique's agriculture interventions, especially in relation to unfolding complex questions on particular agriculture intervention approaches. Focus Group sessions have the ability to generate discussions amongst the beneficiaries yielding important information that you would not get through individual interviews or through the survey questionnaires. In addition, it would be advisable for the consultant to conduct a few PRAs in a few of the beneficiary villages to help explore and map in-depth the importance of particular USAID/Mozambique agriculture interventions vis a vis other development interventions and as well unfold issues around gender in our agriculture development interventions. At the same time such participatory evaluation methods has the added advantage of empowering communities. Lastly the consultant should make use of any relevant agriculture data as well as statistical data from GOM, the National Statistical Office (INE), other stakeholder surveys, studies, and evaluations in the agriculture sector in order to review and analyze official agriculture and demographic statistics to answer the question on the effectiveness of USAID/Mozambique's agriculture interventions.

It is expected that the consultant will use a similar approach in answering the second question. It is important to underline here that impact means longer-term effects and does not in any way imply using a rigorous impact evaluation methodology as defined by USAID's Evaluation Policy. What would be interesting is to assess whether any change in higher level and longer term results so far have been achieved by USAID/Mozambique's agriculture interventions, especially given that many of the agriculture interventions currently running are follow on projects from earlier USAID/Mozambique programs with similar objectives. The methodology suggested would not answer questions on attribution conclusively, but it would be interesting to conclude whether USAID/Mozambique has contributed to achieving some of these higher-level goals.

It is the expectation that the consultant will use mainly qualitative methods to answer questions 3 and 4 regarding sustainability, ownership and coordination of agriculture interventions. These questions mainly address operational issues and approaches. The expectation is that the consultant will rely mainly on in- depth semi-structured interviews with USAID staff, Implementing Partners and other key stakeholders such as MINAG and other agriculture sector donors.

C.4.3.2 Data disaggregation

Wherever possible data collected for this evaluation either through survey instruments or qualitative methods must be disaggregated by sex and age in order to capture the impact of USAID/Mozambique's agriculture interventions on two of USAID's crosscutting themes: gender and youth.

C.4.3.3 Data Quality standards

Generally, the data collected should adhere to the rigorous requirements for data quality as stipulated in the new USAID Evaluation Policy as in ADS 578 and ADS 203. This Evaluation Policy and ADS 203 and 578 will be provided to the consultants prior to commencing the evaluation. The Inception Report should detail how the evaluation team will ensure the data collected will meet these requirements.

C.4.3.4 Data analysis

The evaluation will use mixed methodology wherever possible. The resulting qualitative and quantitative data that is collected will undergo separate, but complementary analyses.

The analysis of qualitative data will consist of four components: 1) data reduction (i.e. open coding, focused coding, axial coding), 2) Displaying data, 3) drawing conclusions, and 4) verification through data triangulation (e.g., comparing qualitative and quantitative findings).

Qualitative data should undergo analysis using a coding system to be developed by the evaluation team's Data Analyst an expert in qualitative analysis. The consultant may use a variety of techniques, including computer-based tools (e.g., NVivo and Atlas.ti) to draw conclusions from the data (e.g., noting patterns and themes, assessing plausibility, noting relations between variables, and uncovering intervening variables).
The consultant will protect against bias by testing and confirming findings (e.g. ensuring the basic quality of the data, checking findings by examining exceptions, and testing explanations).

Quantitative data from the survey must be reviewed for missing information and when possible corrected. The data must be cleaned to ensure that missing values are captured and input appropriately. Once cleaned, the data must be inputted into SPSS, CSPro or similar statistical program to begin analysis. The analytical strategy should include descriptive and inferential approaches. Descriptive statistics will provide measures of central tendency as well as standard deviations.

The exact data analysis methods used can vary between evaluation questions, depending on the data available. The consultant will specify the exact methods to be used for each evaluation question in the inception report. These methods must be approved by the USAID/Mozambique evaluation manager prior to commencing evaluation.

C.6 Management Information

C.6.1 Deliverables and reporting requirements

The evaluation team must provide the following deliverables:

- Draft Inception Report to be submitted to USAID/Mozambique with a summary of literature review. For every evaluation question the inception report should specify to the extent possible which indicator(s) would be used and the data collection and analysis method expected as well as the data sources and sampling method if known. A work plan for the evaluation; logistics; and roles and responsibilities of the team members should be included. The Draft Inception Report should also address how the findings should be disseminated. The Draft Inception Report is due before arriving in country and 5 days after commencing the evaluation. It should be under 10 pages long

excluding annexes.

- Final Inception report with detailed evaluation plan and based on the draft one will include precise definition on data collection methods; sampling plan; instruments developed and pre-tested; detailed data analysis plan; and detailed evaluation schedule, no later than 10 days after arriving in country. No longer than 20 pages excluding annexes of data collection instruments.
- A short progress report or briefing to USAID/Mozambique at the half-way point (middle of week 3) of the field work in Mozambique;
- Informal briefing on findings, conclusions and recommendations before proceeding with draft report. Identify gaps of data to cover in the next two weeks.
- Draft Evaluation Report to be submitted to USAID/Mozambique for review and comments no later than three weeks after terminating fieldwork including findings, conclusions and recommendations
- Formal presentation on draft report contents before leaving country;
- Final Report, which should be submitted to USAID/Mozambique no later than two weeks (14 days) after receiving the comments from USAID/Mozambique; and must include:
- Executive summary; evaluation methodology and evaluations limitations;
- Clearly identify the team's findings (disaggregated by sex), conclusions, and recommendations following an evidence based aproach.
- While the findings can be lumped together, USAID recommends the conclusions and recommendations to be broken down per question. Findings should be presented as facts and be concise and supported by strong quantitative and qualitative evidence. Each recommendation needs to be supported by a specific set of findings.
- Maximum 50 pages. If there is a need to explain certain topics in greater detail this should be done in the annexes.
- Appendices should include the SOW; any SOW amendments; questionnaire formats and samples of tools such as PRAs, focus groups interview guides questionnaire formats and other survey instruments used for the evaluation and sources of information.
- Qualitative and quantitative set of raw data after cleaning and the filled out questionnaires when final report is submitted

C.6.2 Schedule

It is anticipated that the evaluation will run over the course of 14 weeks.

The team will be expected to gain familiarity with the programs and with Mozambique's agriculture sector prior to starting the field work. The team is expected to begin the evaluation in June 2012.

Week 1: The team will be expected to conduct a desk-top literature review during the first week planning stage of the evaluation to help the team decide on the best and most cost-effective evaluation design. By the end of the first week the Draft Inception Report has to be submitted before travel to country.

Week 2: Beginning of week 2 USAID reviews and comments on the Inception Report and evaluation team travels to Mozambique to start in-country preparation evaluation meetings and discuss final Evaluation Plan. End of Week 2 evaluation team submit Final Inception Report with detailed Evaluation Plan.

Week 3: Beginning of Week 3 USAID Reviews and approves/disapproves of Final Inception Report. Evaluation Team begins meetings and interviews with USAID/Mozambique, GOM, Donors, IPs and other stakeholders in Maputo. Beneficiary survey training and piloting

commences.

Week 4: Fieldwork and survey begins

Week 5: Fieldwork and survey continues

Week 6: Fieldwork continues and survey ends

Week 7: Fieldwork continues

Week 8: Field work ends

Week 9. Data analysis and debriefing of field work.

Week 10-11: Work on Draft Evaluation Report and formal presentation to USAID/Mozambique. Evaluation team leaves Mozambique

Week 12-13: USAID/Mozambique to review Draft Evaluation Report and provide comments.

Week 14: Evaluation team to incorporate comments and submit Final Evaluation Report.

C.7 Logistics

Given the large distances between project areas and the relatively poor status of infrastructure in Mozambique, a considerable amount of time and resources must be allocated for travel between locations during fieldwork and careful advance planning is necessary.

The evaluation team will as a minimum conduct in-depth fieldwork in both Beira and Nacala corridors, but will also upon a discussion with the ATB team visit a select number of projects located in Tete and Niassa provinces.

The evaluation team will be solely responsible for arranging all logistics for the evaluation including tickets and accommodation, car rentals, and other necessary items for conducting the evaluation as well as hiring and training enumerators.

USAID/Mozambique will assist in facilitating contact with the relevant Implementing Partners, GOM and other donors.

C.8 LOE and budget

The following budget is based on certain assumptions. The most important is the sample size of the mini-survey. We have estimated a higher end of 500 households to be surveyed. Every enumerator will interview 3 HH/day and there is one data clerk and one supervisor for every 3 enumerators.

The LOE will be 60 days for the two international members and for the local staff. With the assumption stated above the survey will run for 13 days.

ANNEX VII: DISCLOSURE OF CONFLICT OF INTEREST

DISCLOSURE OF ANY CONFLICTS OF INTEREST

Name	Tom Easterling
Title	Team Leader
Organization	Mendez, England, and Associates
Evaluation Position?	☐ x Team Leader ☐ Team member
Evaluation Award Number *(contract or other instrument)*	Task Order No: AID-656-TO-12-00003
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	USAID/Mozambique Agricultural Portfolio Evaluation
I have real or potential conflicts of interest to disclose.	☐ Yes ☐ x No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

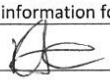
Signature	
Date	December 13, 2012

ANNEX VI: DISCLOSURE OF ANY CONFLICTS OF INTEREST

[The Evaluation Policy requires that evaluation reports include a signed statement by each evaluation team member regarding any conflicts of interest. A suggested format is provided below.]

Name	Tatiana Mata
Title	MS.
Organization	ELIN Serviços Lda
Evaluation Position?	☐ Team Leader ☐ Team member ☒
Evaluation Award Number *(contract or other instrument)*	
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	MYAP – SAVE THE CHILDREN, ADRA, WV – AFRICARE, CWBSA Feed the future – Agrifuturo
I have real or potential conflicts of interest to disclose.	☒ Yes ☐ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* *1. Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* *2. Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* *3. Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* *4. Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* *5. Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* *6. Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	Agrifuturo project - I have been hired by them in the past to undertake the AgCLIR evaluation. - ELIN has also provided services to it and some beneficiaries of its intervention. - An association that I manage is a beneficiary of its support.

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

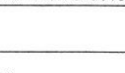
Signature	
Date	13 November 2018

ANNEX VI: DISCLOSURE OF ANY CONFLICTS OF INTEREST

[The Evaluation Policy requires that evaluation reports include a signed statement by each evaluation team member regarding any conflicts of interest. A suggested format is provided below.]

Name	Jorge Tinga FRANCISCO
Title	RDS
Organization	
Evaluation Position?	☐ Team Leader ☒ Team member
Evaluation Award Number *(contract or other instrument)*	
USAID Project(s) Evaluated *(Include project name(s), implementer name(s) and award number(s), if applicable)*	
I have real or potential conflicts of interest to disclose.	☐ Yes ☒ No
If yes answered above, I disclose the following facts: *Real or potential conflicts of interest may include, but are not limited to:* 1. *Close family member who is an employee of the USAID operating unit managing the project(s) being evaluated or the implementing organization(s) whose project(s) are being evaluated.* 2. *Financial interest that is direct, or is significant though indirect, in the implementing organization(s) whose projects are being evaluated or in the outcome of the evaluation.* 3. *Current or previous direct or significant though indirect experience with the project(s) being evaluated, including involvement in the project design or previous iterations of the project.* 4. *Current or previous work experience or seeking employment with the USAID operating unit managing the evaluation or the implementing organization(s) whose project(s) are being evaluated.* 5. *Current or previous work experience with an organization that may be seen as an industry competitor with the implementing organization(s) whose project(s) are being evaluated.* 6. *Preconceived ideas toward individuals, groups, organizations, or objectives of the particular projects and organizations being evaluated that could bias the evaluation.*	

I certify (1) that I have completed this disclosure form fully and to the best of my ability and (2) that I will update this disclosure form promptly if relevant circumstances change. If I gain access to proprietary information of other companies, then I agree to protect their information from unauthorized use or disclosure for as long as it remains proprietary and refrain from using the information for any purpose other than that for which it was furnished.

Signature	
Date	November 9, 2017