

Republic of Mozambique

PRO-POOR VALUE CHAIN DEVELOPMENT PROJECT IN THE MAPUTO AND LIMPOPO CORRIDORS (PROSUL)

Supervision Report

Main report and appendices

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East and Southern Africa Division
Programme Management Department

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Abbreviations and acronyms

AMPCM	Associação Mocambicana de Promoção de Cooperativismo Moderno
AWPB/PAAO	Annual Work Plan and Budget
CEPAGRI	Centre for the Promotion of Agriculture (CEPAGRI)
CEDSIF	Centre for Development of Public Finance Systems
CUT	Single Treasury Account
DAF	Directorate for Administration and Finance/MINAG
DBM	Diamondback moth
DDE	District-Driven Extension
DE	Directorate for Economics/MINAG
DNSA	National Directorate for Agrarian Services/MINAG
DNEA	National Directorate for Agriculture Extension/MINAG
DPA	Provincial Directorate of Agriculture
EU	European Union
FAO	Food and Agriculture Organization
FO	Farmer Organization
GALS	Gender Learning Action System
ICIPE	International Centre of Insect Physiology and Ecology
IFAD	International Fund for Agricultural Development
IIAM	Institute of Agricultural Research of Mozambique
IPM	Integrated Pest Management
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MINAG	Ministry of Agriculture
MOF	Ministry of Finance
MPD	Ministry of Planning and Development
MTR	Mid-Term Review
NGO	Non-Governmental organisation
NUIT	Unique Tax Identification Number
PCG	PRONEA Consultative Group
PEDSA	Strategic Plan for the Development of Agricultural Sector
PIM	Project Implementation Manual
PITTA	Programme for the Transfer of Technology
PME	Planning, Monitoring, and Evaluation
PMT	Project Management Team
PNISA	National Agricultural Sector Investment Programme
PROAGRI	Agricultural Sector Public Expenditure Programme
PROSUL	Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors
PROMER	Programme for Agricultural Marketing
PRONEA	Programme for National Agricultural Extension
ProPESCA	Artisanal Fisheries Promotion Project
PSC	Project Steering Committee
PSP	PRONEA Support Project
SDAE	Director of District Service for Economic Activities
SPER	Provincial Service for Rural Extension
SMS	Subject-matter Specialists
SWAp	Sector-Wide Approach
TA	Technical Assistance
TOR	Terms of Reference
UNAC	National Association of Peasants
WEAI	Women's Empowerment in Agriculture Index

I. Introduction

1. The Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors (PROSUL) involves pro-poor improvements in three value chains: irrigated horticulture, cassava and red meat. It will work in the trade corridors of the southern Provinces of Gaza, Inhambane and Maputo. It aims to reach 19 550 beneficiaries, mostly economically active poor who are already involved in value chain production. The project goal is to establish improved and climate-smart livelihoods of small farmers in selected districts of the Maputo and Limpopo corridors. Its development objective is to achieve sustainable increased returns to smallholder farmers from increased production volumes and quality in the targeted value chains, improved market linkages, efficient farmer organizations and higher farmers' share over the final added value. The Centre for the Promotion of Agriculture (CEPAGRI) is responsible for the implementation of the Project with the support of a Project Management Team (PMT) based at the CEPAGRI Delegation in Xai-Xai.

2. An IFAD supervision mission visited Mozambique between June 3 to September 13 2013, composing of four individual missions, including, the main mission¹ (June 3-7); Financial Management and Procurement² (29 July to 2 August); Climate Adaption³ (11-17 August); and, Gender⁴ (6-13 September), hereby collectively referred to as the mission, to review the implementation status of PROSUL. However, considering the absence of activities due to the lack of funds and administrative delays, the main objectives of the mission has been to provide assistance and support for an effective implementation of PROSUL activities, to identify constraints and to agree on solutions. In that respect, the mission has held meetings in Maputo with the staff of the Project Management Team, with the implementing agency CEPAGRI and partner institutions from the Ministry of Agriculture such as DNSA (agrarian services); INIR (irrigation); DNEA (extension services); DE (planning); IIAM (research institute for cassava), and DNSV (veterinarian services). It also met with AgDevCo, the managing institution of the BABG Catalytic Fund, with the Climate Change Coordinator of the Ministry of Planning and Development, and focal points for pests & diseases and the sociology of disasters at the Agronomy Faculty of University Eduardo Mondlane. The mission also visited Xai-Xai and met with the Regadio de Baixo Limpopo, with FDM, a potential microfinance institution in which the Catalytic Fund would hold equity on behalf of the project, and with the National Meteorological Institute to discuss issues related to the weather station network and gaps in the provision of climate services. During all these meetings, the mission was accompanied by the staff of the PMT.

3. This draft Aide-Memoire represents the findings and recommendations of the mission discussed and agreed at a pre-wrap-up meeting held on June 6, 2013 with the PMT staff and discussed and agreed at a wrap-up meeting held on June 7, 2013 chaired by CEPAGRI Director Mr. Abdul Cesar.

4. IFAD, CEPAGRI and the Government of Mozambique endorse all findings and agreements of this Aide-Memoire.

5. The mission would like to thank the PROSUL PMT staff for its assistance and participation in the mission.

II. Overall Assessment of Project Implementation Progress

6. PROSUL became effective on October 3rd, 2012. As at end of May 2013, both the physical and financial delivery rates stand at 0%. Activities that have been carried out since October 2012 include:

- Recruitment of 4 key specialists for the Project Management Team (PMT) i.e. Project Manager, Financial Manager, M&E Specialist and Gender Specialist. Reports from the Evaluation Committee for two additional positions (Agro-business Specialist and Climate

¹ The mission consisted of Mr. Thierry Mahieux (team leader - financial services specialist); Mr. Gernot Laganda (climate change adaptation specialist - IFAD), and Mr. Custodio Mucavel (project management and M&E expert - IFAD country programme officer). Mr. Claus Reiner (IFAD - former CPM for Mozambique) and Mr. Ambrosio Barros (IFAD - CPM Mozambique) have attended the wrap-up meeting

² The mission consisted of Mr. Manuel Rochafontes; Mr Alaudio Chingotwane; and Mr. Danilo Pisani de Sousa

³ The mission consisted of Mr. Stephen Twomlow

⁴ The mission consisted of Ms. Beatrice Gerli

Change Specialist) still need to be signed before being sent to IFAD for no-objection. The recruitment process of the Financial Services Specialist has not yet started;

- Proposed selection of vehicles has been rejected by IFAD while procurement of equipment and furniture for the PMT is not yet finalized;
- The contracting process of Lead Service Providers (LSPs) is at a very early stage (only Expressions of Interest have been received and not yet analyzed);
- The Project Steering Committee has held its first meeting on March 7th, 2013 to approve its ToRs and to approve the 2013 AWP&B. However, the PSC is still not yet fully staffed as representatives of LSPs have not yet been appointed;
- The 2013 AWP&B has received no objection from IFAD on March 6, 2013;
- The first Withdrawal Application (WA1) related to the transfer of the project advance (USD 800 000) has been submitted by the project in January 2013 (lost) and on May 20th, 2013. The project has not yet received any funds. Expenses incurred up to May 31st, 2013 have been financed by CEPAGRI and PROMER for a total amount of USD 56 681 equivalent.

7. The Focal Points have been appointed by the Provincial Directorates of Agriculture in Maputo and Inhambane provinces. The mission was informed that as for Gaza province, the CEPAGRI delegation could substitute for the focal point. In addition, the designation of focal points in each governmental institution partner of the project (DNSA, DNSV, INIR, IIAM, DNEA, DE) at such an early stage of the project implementation indicates their willingness to develop project ownership and concretely assist the project in its implementation and development.

III. Remarks and Recommendations

Project management and governance.

8. **Financial resources.** WA1 has been sent by CEPAGRI in January 2013 for the transfer of the project advance (USD 800 000 equivalent). As this dispatch by regular mail was lost by the postal service, a second WA1 was sent to IFAD Nairobi regional office on May 20th, 2013 and funds are expected to be transferred in June 2013. As of end of May 2013, expenses incurred by the project amount to USD 56 681 equivalent (civil works: USD 8 370; Training, TA and studies: USD 44 421, and Recurrent costs: USD 3 890) have been financed by CEPAGRI and PROMER. In addition, for the same period financial commitments amount to USD 57 861.60 equivalent. For the period June-December 2013, expenditures will tentatively amount to USD 1 347 650 (inclusive of civil works: USD 25 000; vehicles, equipment and furniture: USD 366 200; Training, TA and studies: USD 461 061; Contractual services: USD 45 000; Financial services: USD 115 000, and recurrent costs: USD 326 450). The mission and GoM also agree that the PMT shall submit its WA2 as soon as the preparatory activities for the disbursements through the Single Treasury Account (CUT) have advanced sufficiently.

9. **Governance.** The first meeting of the Project Steering Committee (PSC) was held in May 2013 for the approval of the 2013 PROSUL AWP&B. However, the PSC is still not adequately staffed as representatives from the Lead Service Providers have not yet been appointed. Once LSPs have been selected, the project should convene another PSC meeting to detail the 2013 PROSUL AWP&B. During this new PSC meeting, a revised and more realistic AWP&B should be adopted taking into consideration the 6 months during which no activity has been carried out under the project. Together with the revised 2013 AWP&B, the PMT should also elaborate a revised Procurement Plan. Proper documentation should be elaborated by the PMT and provided to IFAD and the next supervision mission detailing the changes in the planning of activities and the related budget.

10. **PMT staffing.** The Financial Manager has a 6-month contract. Considering the difficulties to find a fully skilled Financial Manager, the mission and GoM agree on starting advertising for the position with no further delay. Reports from the Evaluation Committee for the recruitment of the Agro-business Specialist and for the Climate Change Specialist have to be signed before their submission to IFAD for no-objection. However, based on a review of the shortlisted candidate for the Climate Change Specialist position, carried out by IFAD Climate Change Advisor, the selected candidate does not appear to possess the necessary skills and background for the position. The reviewed profile was focused on environmental conservation, lacking relevant experience on climate issues. To ensure that climate risk issues can be properly addressed in the inception phase of PROSUL, where several critical deliverables are being initiated, it is agreed that the mission will review the CVs of the other candidates for the position. If no suitable candidate can be found, the PMT will appraise a retainer contract with a qualified institution (such as the Faculty of Agronomy of Universidade Eduardo Mondlane, which has staff members specialized in the sociology of

climate-related disasters and have experience organizing training events on climate change issues) or individuals. Before launching the tender, the PMT needs to decide whether an institution or an individual would be recruited. The contracted entity shall provide the immediately required support services: (i) provision of training on climate change adaptation for focal points and PMT staff; (ii) review of ToRs and MoUs with LSPs and partner institutions to include considerations related to climate risk and disaster resilience; (iii) review scoping studies ToR to include considerations related to climate risk and disaster resilience, and (iv) participate in the selection process of the PMT Climate Change Specialist. With regards to the Financial Services Specialist position, the mission recommends the selection process to be a joint effort between the PMT and the BAGC Catalytic Fund. In that respect, the Catalytic Fund has already received several applications for the position of manager of the PROSUL investment department within the Catalytic Fund and some candidates with agricultural background/experience could be forwarded to the PMT for the Financial Services Specialist position.

11. Overall, the full settlement of the PMT team in Xai-Xai has been rather slow due to logistical aspects and lack of experience in operationalizing PMTs from outside Maputo. It was agreed that PROSUL/PMT will liaise with the IFAD-funded Rural Markets Promotion Programme (PROMER) that has similar arrangements with satellite offices, to identify the support provided to PROMER teams based in its satellite offices, on which basis a request can be submitted to IFAD. The same disposition should be applied to DSA paid to PMT staff.

12. **CEPAGRI regional delegate.** The mission recommends that the PROSUL Coordinator should be relieved of his duties as CEPAGRI delegate for Xai-Xai so as to fully focus on PROSUL implementation and activities.

13. **Procurement.** Initial procurements have been undertaken by CEPAGRI. Proposed selection of vehicles has been rejected on May 18, 2013 by IFAD because the lowest bidder meeting all technical requirements was not selected. Bidding documents for equipments and furniture have been approved by IFAD but evaluation of offers has not yet been carried out. The mission recommends the PMT to modify its final selection to comply with best practices in procurement, to analyze the offers received for the procurement of the equipment and furniture, select the most appropriate bidder and seek for IFAD no-objection without further delay. Punctual assistance to the PMT will be provided by the consultant in charge of finalizing the PIM, in addition to the specific training for PMT staff.

Ref.	Agreed action	Responsibility	Agreed date
1	Convene another PSC meeting to discuss in detail and adopt the revised 2013 AWP&B and the 2013 revised Procurement Plan	PMT	Sept. 2013
2	Advertise the PMT Financial Manager position	PMT	Aug. 2013
3	Request IFAD no-objection for the Agro-business Specialist	PMT	June 2013
4	If no suitable candidate for PMT staff positions on climate change, contract a qualified service provider (individual or institution) to support the PMT on climate change issues (provision of training, review of ToRs and MoUs of LSPs and partner institutions, review ToRs of scoping studies and participation in selection process of PMT Climate Change Specialist)	PMT	June 2013
5	Recruit the Financial Services Specialist jointly with Cat. Fund	PMT/Cat. Fund	July 2013
6	Liaise with PROMER to evaluate support for staff based outside Maputo and submit a request to IFAD for a project-supported package	PMT	July 2013
7	Project Coordinator no longer CEPAGRI delegate for Xai-Xai	CEPAGRI	June 2013
8	Modify final selection to comply with best practices and submit to IFAD for no-objection	PMT	June 2013
9	Request IFAD no-objection for equipment and furniture	PMT	June 2013

Preparatory activities.

14. **Project Implementation Manual.** The PIM has been drafted by an external consultant but the draft has neither been discussed with the PMT nor submitted to IFAD for no-objection. Once the project has received its advance, the PMT should contract the international consultant to finalize the PIM, get IFAD no-objection, and organize a workshop for PMT staff and partners the agenda of which will specifically include: PIM, procurement, reporting.

15. **PMT staff capacity building.** Prior to implement project activities and apart from the training/workshop mentioned in the previous paragraph, the PMT staff capacity should also be strengthened on specific issues including: (a) climate change adaptation and inter-relation with the project activities; (b) gender and inter-relation with project activities, and (c) e-SISTAFE. For the latter, a specific IFAD mission is scheduled in July 2013. IFAD specialists and/or consultants should provide the necessary training and assistance to the PMT staff.

16. **Awareness raising of focal points.** The PMT should organize a workshop with all the focal points from partner institutions to ensure a complete understanding of the whole project, to identify the possible collaboration between the different partners for the implementation of project's activities, and to build up their capacity on several key issues: (i) climate change; (ii) gender; (iii) monitoring and evaluation; (iv) reporting, and (v) knowledge management. Capacity building activities will be provided by PMT staff, PMT-contracted consultants and/or IFAD specialists.

17. **Baseline survey.** IFAD has submitted the Results and Impact Management System (RIMS) questionnaire for a 'baseline survey', which captures standard household-level indicators and is suitable for assessing project impact at objective level (poverty and food security). The deadline for the submission of proposal to carry out the baseline survey was on May 31st. The Evaluation Committee has not yet been set up. It was agreed that the Evaluation Committee to be composed of the PMT staff (gender and M&E), and one external specialist. It is important to note that the use of the term 'Baseline Survey' for this questionnaire has caused some confusion in the project team, as indicators related to RIMS and performance indicators stipulated in the PROSUL logical framework are not covered by this questionnaire and need to be assessed separately. This implies that scoping studies for each selected value chains (horticulture, cassava and red meat) will have to include an analysis of the present situation against which the performance of the project will be assessed. Indicators that need to be tracked include those from the PROSUL Logical Framework, plus those contained in Annex 5 (Climate Change Adaptation approach). The mission also recommends a reduction of the sample of people interviewed for the baseline survey from 2 700 as proposed in IFAD ToR to 900; the sample being redefined by the selected service provider.

18. **M&E and Planning.** The implementation of the Planning and M&E system has not yet started. Once the different LSPs will have been selected, the PMT with the assistance of the LSPs and an international consultant specifically contracted by the PMT, will design and implement the M&E and Planning system and will ensure complete interface with LSPs' M&E and planning systems.

19. **Contracting Lead Service Providers.** One LSP shall be contracted for each of the three selected value chains to implement all activities. The deadline for the submission of an Expression of Interest (EoI) from interested service providers was May 24th, 2013. The PMT staff should review these EoI based on a set of selection criteria (to be included in the Main Report) and launch an invitation to tender for short-listed service providers. A proper Evaluation Committee shall be established to assess and evaluate the proposals (technical and financial). The Evaluation Committee shall be composed of (a) core members for the evaluation of proposals for the three value chains (PMT M&E, PMT Agro-business, PMT Financial Manager and a representative from CEPAGRI), and (b) focal points for specific value chains (DNSA and DNEA for cassava and horticulture VCs; DNSV for red meat VC; INIR for Horticulture VC; IIAM for cassava VC). The review of proposals should take place in Xai-Xai and should not last more than 7 days for each VC. The Terms of Reference against which the technical and financial proposals will be elaborated by the potential service providers will be reviewed by the mission (new ToR in the Main Report) and will include specific tasks related to: (i) climate change adaptation, and (ii) gender as well as specific consideration on M&E, reporting and knowledge management. Scoping studies constitute an integral part of the contract of each LSP. However, the number of interviewed households and the duration of these scoping studies will be reduced to allow a faster implementation of the activities in each VC. Considering the delay in implementing the VC-related activities, the mission recommends to start these activities in accordance with the agricultural production calendar. As a result, cassava and horticulture VC-related activities could start being implemented in 2013 while

those related to the red meat VC could be implemented from January 2014 onward. However, LSPs for each VC should be contracted without any further delay.

20. As part of the scoping study ToR for the horticulture VC, the LSP will have to identify certain crops with the highest financial return for project beneficiaries and market potentials that will be promoted under the project. The choice of selected crops will also be in line with the Strategic Plan for Agricultural Sector Development from the Ministry of Agriculture.

21. **Partnership.** Partnership will be established between the project and several governmental institutions such as DNSA (agrarian services); INIR (irrigation); DNEA (extension services); DE (economics and planning); IIAM (research institute for cassava), and DNSV (veterinarian services). Each partnership will be materialized through a Memorandum of Understanding (a draft of each MoU will be presented in the mission Main Report). As for the LSPs' contracts, MoUs will include provision for climate change adaptation and gender issues as well as for M&E, reporting and knowledge management issues. These MoUs will detail the role and responsibilities of each partner with regards to project's activities. An umbrella MoU will be elaborated to be signed by all above-mentioned partners with a different annex for each partner detailing their specific responsibilities.

22. **Catalytic Fund.** The BAGC Catalytic Fund will be responsible for the implementation of the Financial Services component of the project. The mission met with AgDevCo, the management company of the BAGC Catalytic Fund, and addressed some pending issues. It was agreed that the project would ensure the coverage of the operating costs of the PROSUL department at the Catalytic Fund irrespective of any financial income (dividends and interests earned on credit lines) during the first two years. During the first tri-term review during PY3, IFAD, the PMT and the Catalytic Fund will assess the situation and opt for either a scale down of investment operations, for a complete coverage of operating costs during another 2-year period or for a gradually decreasing coverage of operating costs in light of financial income. A draft Subsidiary Financing Agreement (between the Ministry of Finance and the BAGC Board) and a draft Memorandum of Understanding (between the project and the BAGC Board) will be presented in the mission report.

23. **Due diligence on BAGC Catalytic Fund.** Prior to the signature of the SFA and the MoU, the project will contract an local audit firm member of an international network acceptable to IFAD to carry out a due diligence exercise on the BAGC Catalytic Fund. Focus will be put on: governance, financial sustainability, economic and legal environment, human resources, procedures, and tax environment. The positive assessment of the BAGC Catalytic Fund will pave the way to the signature of the SLA and MoU.

Ref.	Agreed action	Responsibility	Agreed date
10	Finalization of the PIM	PMT; Consultant	July 2013
11	Workshop on PIM, procurement, reporting and financial/accounting matters for PMT staff	PMT; Consultant	July 2013
12	Workshop for focal points focusing on: project implementation, gender, climate change, M&E, reporting and knowledge management	PMT; Consultant	Aug. 2013
13	Set up an appropriate Evaluation Committee for the baseline survey (which should be completed by end of September 2013)	PMT	June 2013
14	Reduction of the sample of households interviewed	Serv. Prov.	June 2013
15	Baseline survey carried out	Serv. Prov.	Oct. 2013
16	Once LSPs are been recruited, establish project Planning and M&E system and ensure interface with those of LSPs	PMT	Dec. 2013
17	Evaluation of Expression of Interests from potential LSPs by PMT	PMT	July 2013
18	Invitation to tender - Setting up of the Evaluation Committee - Selection of one LSP for each VC - Review of scope the sample and duration of the scoping studies - Signature of the contract	PMT	Aug. 2013
19	Scoping studies undertaken - Cassava - Horticulture - Red meat	LSPs	Dec. 2013 Jan. 2014 March 2014
20	Identification of crops to be promoted	Horticulture LSP	Dec. 2013
21	Signature of MoUs with parastatal partners	PMT	July 2013
22	Selection of audit firm (due diligence exercise on Cat. Fund to be completed by Aug. 2013)	PMT	July 2013
23	Signature of: - Subsidiary Financing Agreement - Memorandum of Understanding	MoF/BAGC Board PMT/BAGC Board	Sept. 2013

Value chain activities

24. **Regadio de Baixo Limpopo.** The mission met with the Chairman of the Regadio de Baixo Limpopo (RBL) in Xai-Xai, an irrigated perimeter with a potential development of 70 000 ha of which 8 000 ha are currently developed by a private company, 2 500 ha are developed by smallholders, and 1 500 ha by commercial farmers. During design, together with the RBL, it had been decided that the project would specifically target the Nhocoene Block, covering 900 ha and farmed by approximately 1 000 smallholders, on the basis of the irrigation works having been completed already, thus allowing an early start of the productive gains of the component. Seven *casas agrarias* are owned and managed by smallholders' associations however with mixed performance and sustainability due to a lack of support. The support of the project is planned for: minor infrastructure improvement interventions, and capacity building of smallholders' organization and water users' association. Considering that the amount allocated for infrastructure improvements (USD 100 000) was too small for the works to be done, the RBL suggested that the project finance a larger Block (Lumane Block, covering 1 080 ha and farmed by smallholders owning between 0.25 and 0.75 ha),. The project would finance productive infrastructure (service hubs) and capacity building of smallholders' organization and water users' association. However, this would lose the benefit of the early implementation experience of working in a block already rehabilitated. As such, it was agreed that the original design of working in Nhocoene Block be maintained. In addition, in order for CEPAGRI to commit to the investment in Nhocoene Block, the RBL needs to provide assurances that the primary and secondary canals will be maintained adequately.

25. **Extension services.** Extension officers are key in the training and capacity building of smallholders in the project area, and in disseminating improved inputs and new technologies. Through the MoU signed with the DNEA, the project will strengthen the capacity of these extension officers operating in the project area especially with a focus on gender and climate change adaptation issues. Once the scoping studies have identified the different stakeholders in each value chain, the project should promote and facilitate the collaboration between the private sector (inputs suppliers, buyers, processors) and the public sector (extension services) to maximize the impact of advisory services for smallholders.

26. **Dissemination of climate information to target value chains.** The mission confirmed that there are a number of gaps in the dissemination of relevant climate information to smallholder farmers in the targeted value chains.

- With a view on early warning for pest infestations (relevant for all target value chains), it was found that there is limited knowledge about the correlation between climatic variables and the incidence of relevant pests and diseases (such as white flies in tomatoes, cassava mealybug, or cattle ticks). The project could help to provide evidence about any apparent correlations, and make this knowledge accessible for inclusion in national early warning protocols;
- With a view on seasonal weather forecasting to optimize production (relevant for horticulture and cassava value chains), it was found that only some extension workers are making use of available information (e.g. consensus forecasts from the Southern Africa Climate Outlook Forum - SACOF). Apart from large gaps in dissemination, there are difficulties packaging this information and communicating it in accessible terms. The project could use alternative intermediaries, such as Farmer Organizations, processors, farmer field schools and NGO partners to serve as multipliers and 'translators' for seasonal forecasting information;
- With a view on the weather station network, it was verified that coverage is more comprehensive in the southern project area (Maputo and southern Gaza) and very patchy in the North of the project area. Some investment programmes, such as the World Bank financed Pilot Programme for Climate Resilience (PPCR), provide financing to upgrade Mozambique's weather stations, which could benefit the accuracy of short- and medium-term forecasts delivered to the project. Yet, some weather stations (including the station located at the IIAM research station in Chokwe/Gaza) keep getting affected by floods and had to be rehabilitated. The project could consider specific measures to protect relevant weather stations in the project area from flooding events (e.g. through elevation or structural reinforcement), or use crowd-sourcing in remote areas to improve the comprehensiveness and accuracy of the hydro-meteorological dataset. A thus improved coverage can improve the quality of crop models and the downscaling of climate models.

27. **Exposure of critical infrastructure to flooding hazards.** A large part of the project area has been affected by large-scale flooding events in the past (e.g. in 1976, 2000, 2013). Some infrastructure planned under the project, such as water storage and management facilities at livestock concentration points; greenhouses; cassava processing facilities; or slaughterhouses could potentially be exposed to flood damage. It is agreed that potential exposure and sensitivity of infrastructure to flooding and other hazards are included in the respective investment appraisals and in the contracts with Lead Service Providers.

28. **Donor Coordination:** The mission has piloted the system of 'ASAP donor focal points', which serve as single entry points for ASAP-supported initiatives to coordinate, communicate and exchange experiences with ASAP donors on climate change adaptation in country. Claudine Aelvoet, Counselor for Development Cooperation at the Embassy of Belgium in Maputo, has been identified as ASAP donor focal point for Mozambique. Ms. Aelvoet joined the field mission to Xai-Xai and facilitated exchange with other ASAP donors (Annlouise Olofsson, First Secretary and Programme Manager for Rural Development at the Swedish Embassy in Maputo). Throughout this exchange, it became clear that most ASAP donor representatives in country have not been aware of their stake and involvement in the climate change aspects of PROSUL. It was agreed that the ASAP donor focal point in Mozambique would keep all current ASAP donor representations in Mozambique (UK, Netherlands, Canada, Belgium, Sweden) apprised of what the project is learning and involve other donor partners who are potentially interested in this subject matter (e.g. Norway, Finland).

Ref.	Agreed action	Responsibility	Agreed date
24			
25	Signature of a MoU with the Regadio de Baixo Limpopo	PMT	Aug. 2013
26	Provision of capacity building for extension officers in the project area	PMT	Sept. 2013
27	Promote and facilitate collaboration between private and public sectors with regard to advisory services to smallholders	PMT	Dec. 2013
28	Initiate assistance to improve dissemination of accurate, accessible and relevant climate information to project-supported smallholders	PMT	Dec. 2013
29	Ensure inclusion of potential exposure and sensitivity of infrastructure to flooding and other hazards in investment proposals	PMT	Dec. 2013

IV. Conclusion

29. To accelerate project implementation, it was agreed that the PMT will urgently implement the following actions: (i) contract its remaining key staff (agro-business, climate change and financial services); (ii) if no suitable candidate could be identified for climate change, short-term contract a qualified service provider for climate change issues; (iii) contract LSPs and the BAGC Catalytic Fund and update/finalize their Terms of Reference; (iv) contract an audit firm member of an international network acceptable to IFAD to undertake the due diligence exercise of the BAGC Catalytic Fund; (v) finalize the procurement of its necessary vehicles, equipments and furniture, and (vi) finalize its Project Implementation Manual. Concomitantly, IFAD should ensure that an adequate level of financial resources is transferred with no further delay to the project to finance its activities.

30. In each selected value chain, after the contracting of the LSP, scoping studies will have to be undertaken (duration ranging from 3/4 months for cassava to 6/7 months for red meat) as they are the triggering element for the implementation of a wide range of activities planned under the project. Concomitantly to these scoping studies, the project could focus on two other main aspects of the project: (i) improvement of the delivery mechanism of financial services. Once the Catalytic Fund contracted, focus should be placed on planned investments in MFIs that would enable the project to extend its wide range of financial services to project target population, and (ii) rehabilitation and expansion of existing irrigated perimeters. In that respect, the signature of the MoU with INIR should trigger the undertaking of feasibility studies with participation from the communities assisted by the project staff.

31. **Next supervision mission.** Considering the delay in the implementation of PROSUL activities and the shift of some activities from 2013 to 2014, the next supervision mission should be fielded during the period the PMT is submitting its 2014 AWP&B to IFAD and to the PSC (i.e. December 2013).

Appendix 1: Summary of project status and ratings

A. Project 1618 [878] Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors - 2013-06

Basic Facts

Country	Mozambique	Project ID	1618	Loan/DSF Grant No.	878
Project	Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors			Top-up Loan/DSF Grant	
Date of Update	08-Jul-2013				
Supervising Inst.	IFAD/IFAD				
No. of Supervisions	0	No. of Implementation Support/Follow-up missions	1		
Last Supervision		Last Implementation Support/Follow-up mission	07-Jun-2013		

USD million Disb. rate %						
Approval	21-Sep-2012			Total financing	44.95	
Agreement	03-Oct-2012	Effectiveness lag	0.4	IFAD Total	22.73	
Entry into force	03-Oct-2012	PAR value	Not at risk	IFAD loan	21.21	2
First disbursement	11-Jun-2013			DSF grant		
MTR		Last amendment		IFAD grant	1.52	0
Original completion	31-Dec-2019	Last audit		Domestic Total	5.78	
Current completion	31-Dec-2019			Beneficiaries	1.40	0
Original closing	30-Jun-2020			Government (National)	2.49	0
Current closing	30-Jun-2020			Private Sector Local	1.90	0
No. of extensions	0			External Cofinancing Total	16.44	
				Spanish Fund	16.30	0
				UNCDF	0.14	0

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management		3	1. Quality of project management		4
2. Acceptable disbursement rate		2	2. Performance of M&E		4
3. Counterpart funds		5	3. Coherence between AWPB & implementation		4
4. Compliance with financing covenants		4	4. Gender focus		4
5. Compliance with procurement		4	5. Poverty focus		4
6. Quality and timeliness of audits		4	6. Effectiveness of targeting approach		4
			7. Innovation and learning		4
			8. Climate and environment focus		

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. comp.1: Red Meat Value Chain		4	1. Institution building (organizations, etc.)		4
2. Comp 2: Cassava Value Chain		4	2. Empowerment		4
3. Comp 3: Horticulture Value Chain		4	3. Quality of beneficiary participation		4
			4. Responsiveness of service providers		4

5. Exit strategy (readiness and quality)	
6. Potential for scaling up and replication	4

B.5 Justification of ratings

Except for the Financial Manager who does not seem very confident with his work, the other members of the Project Management Team, shows a good degree of professionalism and dynamism and they have a very good understanding of the project and their terms of Reference.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets		4
C.2 Food security		4
C.3 Quality of natural asset improvement and climate resilience		
C.4 Overall implementation progress (Sections B1 and B2)		4

Rationale for implementation progress rating

The Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors (PROSUL) has been declared effective on October 3rd, 2012. As at end of May 2013, activities that have been carried out include recruitment of 4 key staff for the Project Management Team (PMT) i.e. Project Manager, Financial Manager, M&E Specialist and Gender Specialist. The Project Steering Committee has held its first meeting on March 7th, 2013 to approve its ToRs and to approve the 2013 AWP&B. However, the PSC is still not yet fully staffed as representatives of LSPs have not yet been appointed. The 2013 AWP&B has received no objection from IFAD; The first Withdrawal Application (WA1) related to the transfer of the project advance (USD 800 000) has been submitted by the project in January 2013 (lost) and on May 20th, 2013. The project has not yet received any fund. The ratings are based on the vision, support and commitment shown by the senior government officials at MINAG in particular, which provides an assurance that PROSUL is under preparation for effective take off.

C.5 Likelihood of achieving the development objectives (section B3 and B4)	4
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Rationale for development objectives rating

The commitment to designate focal points in each governmental institution partner of the project (DNSE, DNSV, INIR, IIAM, DNEA) at such an early stage of the project implementation indicates their willingness to develop project ownership and concretely assist the project in its implementation and development and to link with the LSP is key in achieving the development objectives of the project

C.6 **Risks** Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	Delays may be caused by the high coordination requirement of establishing the flow-of-funds mechanism using e-SISTAFE.
Project implementation progress	Poor CEPAGRI institutional capacity and experience on the Value Chain initiatives and to deal with Service Providers.. Lack of experience with implementing a project with decentralised PMT may lead to implementation delays
Outputs and outcomes	Weak M&E systems to capture the programme intervention professionally and timely.
Sustainability	Weak HR management within MINAG remains a problem that can cause high staff rotation, and thus affect the PSP implementation capacity.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Poor implementation performance	IFAD to assist the PMT with the registration with MOF of PROSUL in CUT and e-SISTAFE by facilitating learning notes to be prepared and direct guidance to be provided by the ProPESCA team.	July 2013	On track

Additional observations

Next Supervision mission is scheduled for November/December 2013

B. Project 1618 [878] Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors - 2013-06

Basic Facts

Country	Mozambique	Project ID	1618	Loan/DSF Grant No.	878
Project	Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors			Top-up Loan/DSF Grant	
Date of Update	08-Jul-2013				
Supervising Inst.	IFAD/IFAD				
No. of Supervisions	0	No. of Implementation Support/Follow-up missions	1		
Last Supervision		Last Implementation Support/Follow-up mission	07-Jun-2013		

USD million Disb. rate %

Approval	21-Sep-2012			Total financing	44.95	
Agreement	03-Oct-2012	Effectiveness lag	0.4	IFAD Total	22.73	
Entry into force	03-Oct-2012	PAR value	Not at risk	IFAD loan	21.21	2
First disbursement	11-Jun-2013			DSF grant		
MTR		Last amendment		IFAD grant	1.52	0
Original completion	31-Dec-2019	Last audit		Domestic Total	5.78	
Current completion	31-Dec-2019			Beneficiaries	1.40	0
Original closing	30-Jun-2020			Government (National)	2.49	0
Current closing	30-Jun-2020			Private Sector Local	1.90	0
No. of extensions	0			External Cofinancing Total	16.44	
				Spanish Fund	16.30	0
				UNCDF	0.14	0

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management		3	1. Quality of project management		4
2. Acceptable disbursement rate		2	2. Performance of M&E		4
3. Counterpart funds		5	3. Coherence between AWPB & implementation		4
4. Compliance with financing covenants		4	4. Gender focus		4
5. Compliance with procurement		4	5. Poverty focus		4
6. Quality and timeliness of audits		4	6. Effectiveness of targeting approach		4
			7. Innovation and learning		4
			8. Climate and environment focus		

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. comp.1: Red Meat Value Chain		4	1. Institution building (organizations, etc.)		4
2. Comp 2: Cassava Value Chain		4	2. Empowerment		4
3. Comp 3: Horticulture Value Chain		4	3. Quality of beneficiary participation		4
			4. Responsiveness of service providers		4
			5. Exit strategy (readiness and quality)		
			6. Potential for scaling up and replication		4

B.5 Justification of ratings

Except for the Financial Manager who does not seem very confident with his work, the other members of the Project Management Team, shows a good degree of professionalism and dynamism and they have a very good understanding of the project and their terms of Reference.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets		4
C.2 Food security		4
C.3 Quality of natural asset improvement and climate resilience		
C.4 Overall implementation progress (Sections B1 and B2)		4

Rationale for implementation progress rating

The Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors (PROSUL) has been declared effective on October 3rd, 2012. As at end of May 2013, activities that have been carried out include recruitment of 4 key staff for the Project Management Team (PMT) i.e. Project Manager, Financial Manager, M&E Specialist and Gender Specialist. The Project Steering Committee has held its first meeting on March 7th, 2013 to approve its ToRs and to approve the 2013 AWP&B. However, the PSC is still not yet fully staffed as representatives of LSPs have not yet been appointed. The 2013 AWP&B has received no objection from IFAD; The first Withdrawal Application (WA1) related to the transfer of the project advance (USD 800 000) has been submitted by the project in January 2013 (lost) and on May 20th, 2013. The project has not yet received any fund. The ratings are based on the vision, support and commitment shown by the senior government officials at MINAG in particular, which provides an assurance that PROSUL is under preparation for effective take off.

C.5 Likelihood of achieving the development objectives (section B3 and B4)		4
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Rationale for development objectives rating

The commitment to designate focal points in each governmental institution partner of the project (DNSE, DNSV, INIR, IIAM, DNEA) at such an early stage of the project implementation indicates their willingness to develop project ownership and concretely assist the project in its implementation and development and to link with the LSP is key in achieving the development objectives of the project

C.6 **Risks** Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	Delays may be caused by the high coordination requirement of establishing the flow-of-funds mechanism using e-SISTAFE.
Project implementation progress	Poor CEPAGRI institutional capacity and experience on the Value Chain initiatives and to deal with Service Providers.. Lack of experience with implementing a project with decentralised PMT may lead to implementation delays
Outputs and outcomes	Weak M&E systems to capture the programme intervention professionally and timely.
Sustainability	Weak HR management within MINAG remains a problem that can cause high staff rotation, and thus affect the PSP implementation capacity.

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Poor implementation performance	IFAD to assist the PMT with the registration with MOF of PROSUL in CUT and e-SISTAFE by facilitating learning notes to be prepared and direct guidance to be provided by the ProPESCA team.	July 2013	On track

Additional observations

Next Supervision mission is scheduled for November/December 2013

Appendix 2: Summary of key actions to be taken within agreed timeframes

Project Management and Governance

Ref.	Agreed action	Responsibility	Agreed date
1	Convene another PSC meeting to discuss in detail and adopt the revised 2013 AWP&B and the 2013 revised Procurement Plan	PMT	Sept. 2013
2	Advertise the PMT Financial Manager position	PMT	Aug. 2013
3	Request IFAD no-objection for the Agro-business Specialist	PMT	June 2013
4	If no suitable candidate for PMT staff positions on climate change, contract a qualified service provider (individual or institution) to support the PMT on climate change issues (provision of training, review of ToRs and MoUs of LSPs and partner institutions, review ToRs of scoping studies and participation in selection process of PMT Climate Change Specialist)	PMT	June 2013
5	Recruit the Financial Services Specialist jointly with Cat. Fund	PMT/Cat. Fund	July 2013
6	Liaise with PROMER to evaluate support for staff based outside Maputo and submit a request to IFAD for a project-supported package	PMT	July 2013
7	Project Coordinator no longer CEPAGRI delegate for Xai-Xai	CEPAGRI	June 2013
8	Modify final selection to comply with best practices and submit to IFAD for no-objection	PMT	June 2013
9	Request IFAD no-objection for equipment and furniture	PMT	June 2013

Preparatory activities

Ref.	Agreed action	Responsibility	Agreed date
10	Finalization of the PIM	PMT; Consultant	July 2013
11	Workshop on PIM, procurement, reporting and financial/accounting matters for PMT staff	PMT; Consultant	July 2013
12	Workshop for focal points focusing on: project implementation, gender, climate change, M&E, reporting and knowledge management	PMT; Consultant	Aug. 2013
13	Set up an appropriate Evaluation Committee for the baseline survey (which should be completed by end of September 2013)	PMT	June 2013
14	Reduction of the sample of households interviewed	Serv. Prov.	June 2013
15	Baseline survey carried out	Serv. Prov.	Oct. 2013
16	Once LSPs are been recruited, establish project Planning and M&E system and ensure interface with those of LSPs	PMT	Dec. 2013
17	Evaluation of Expression of Interests from potential LSPs by PMT	PMT	July 2013
18	Invitation to tender - Setting up of the Evaluation Committee - Selection of one LSP for each VC - Review of scope the sample and duration of the scoping studies - Signature of the contract	PMT	Aug. 2013
19	Scoping studies undertaken - Cassava - Horticulture - Red meat	LSPs	Dec. 2013 Jan. 2014 March 2014
20	Identification of crops to be promoted	Horticulture LSP	Dec. 2013
21	Signature of MoUs with parastatal partners	PMT	July 2013
22	Selection of audit firm (due diligence exercise on Cat. Fund to be completed by Aug. 2013)	PMT	July 2013
23	Signature of: - Subsidiary Financing Agreement - Memorandum of Understanding	MoF/BAGC Board PMT/BAGC Board	Sept. 2013

Value Chain activities

Ref.	Agreed action	Responsibility	Agreed date
24			
25	Signature of a MoU with the Regadio de Baixo Limpopo	PMT	Aug. 2013
26	Provision of capacity building for extension officers in the project area	PMT	Sept. 2013
27	Promote and facilitate collaboration between private and public sectors with regard to advisory services to smallholders	PMT	Dec. 2013
28	Initiate assistance to improve dissemination of accurate, accessible and relevant climate information to project-supported smallholders	PMT	Dec. 2013
29	Ensure inclusion of potential exposure and sensitivity of infrastructure to flooding and other hazards in investment proposals	PMT	Dec. 2013

Appendix 3: Financial: Actual financial performance by financier; by component and disbursements by category

Table 5A: Financial performance by financier

Financier	Appraisal (USD '000)	Disbursements (USD '000)	Per cent disbursed
IFAD loan	16'300.00	400.00	2.43
IFAD grant	1'520.00	0.00	0.00
Spanish Trust Fund	16'300.00	400.00	2.28
ASAP grant	4'910.00	0.00	0.00
UNCDF	140.00	0.00	0.00
Government	2'490.00	0.00	0.00
Private Investors	1'900.00	0.00	0.00
Beneficiaries	1'400.00	0.00	0.00
Total	44'960.00	800.00	1.78

Table 5B: Financial performance by financier by component (USD '000)

	IFAD loan			IFAD grant			Spanish Trust Fund			ASAP grant			UNCDF			Government			Private Investors			Beneficiaries			Total		
Component	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%	Appraisal	Actual	%
Start-up costs	16'300	400	2.43	1'520	0.00	0.00	16'300	400	2.28	4'910	0.00	0.00	140	0.00	0.00	2'490	0.00	0.00	1'900	0.00	0.00	1400	0.00	0.00	44'960	0.00	1.780

Table 5C: IFAD loan disbursements (SDR, as at 02 August 2013)

Category	Category description	Original Allocation	Revised Allocation	Disbursement	W/A pending	Balance	Per cent disbursed
I	Civil works	2 330 000.00	2 330 000.00	0.00	NA	2 330 000.00	0.00
II	Vehicles, Equipment and Materials	620 000.00	620 000.00	0.00	NA	620 000.00	0.00
III	Training, TA and Studies	2 250 000.00	2 250 000.00	0.00	NA	2 250 000.00	0.00
IV	Contractual Services	1 000 000.00	1 000 000.00	0.00	NA	1 000 000.00	0.00
V	Financial Services	2 700 000.00	2 700 000.00	0.00	NA	2 700 000.00	0.00
VI	Recurrent Costs	860 000.00	860 000.00	0.00	NA	860 000.00	0.00
	Unallocated	1 090 000.00	1 090 000.00	0.00	NA	1 090 000.00	0.00
	Initial deposit	NA	NA	263 424.78	NA	-263 424.78	100.00
	Total	10 850 000.00	10 850 000.00	263 424.78	NA	10 586 575.22	2.43

Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement

Appendix 4: Compliance with legal covenants: Status of implementation

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.02	PCU to open and maintain a Project Account (in USD);	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Section 4.02	GOM to replenish Project Account quarterly in advance	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Section 4.03	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Section 4.04	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.	NA	NA	Due to late start of project and disbursements, the 2013 audit will be done jointly with the 2014 audit.
Section 4.06	Progress reports to be submitted to IFAD on a quarterly basis.	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Schedule 4, para 7	AWPB to be submitted to the Fund, for its review and comments	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Schedule 4, para 8(a)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE
Schedule 4, para 16	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	NA	NA	Pending project implementation of Mozambique's financial management and payments system e-SISTAFE

Appendix 5: Financial Management

1. The PROSUL project was approved on 21 September 2012 and effective on 3 October 2012. Total project costs are USD 45 million, and IFAD and related 4 loans and grants are USD 39 million, making it the largest IFAD project and finance in Mozambique.

The first supervision mission for PROSUL took place on 3-7 June 2013. Information received prior and during the mission confirmed that several financial management issues needed to be addressed urgently, therefore the current implementation support mission.

2. Funds utilization

In its first 10 months PROSUL had difficulties in requesting disbursements. After an initial communication problem, USD 800 000 of start-up costs were disbursed on 11 June 2013 and it is the project only source of regular disbursements so far (see also point 5). Disbursement difficulties are expected to continue in the next months due in part to slow implementation of the project Funds Flow (point 4). Detailed funds utilization by components and categories are not yet available due to the lack of appropriate accounting (point 3).

3. Financial Management and Procurement

Financial management difficulties arising now are in part due to PROSUL inadequate initial planning, the late recruiting and start of part of the PMT team, and CEPAGRI leadership. The PMT work has to accelerate now in order not to cause more serious delays in the project.

PROSUL financial management is not up to the project's challenges. The Financial Director started in April 2013, but his capacities are not enough to lead the project finance team and may have to be replaced. A new financial management assistant only started in August and he may be needed for duties beyond his job description, and even temporarily replace his Director. CEPAGRI's Director is aware of the serious situation and has to decide on it soon.

Current accounting is limited to Excel based basic cash accounts, inspired on public record keeping. The purchase of an accounting software with good reporting and management capabilities, such as Tompro, is recommended and will be initiated soon. Dedicated systems for asset or contracts management is also not implemented. IT equipment has not been received yet but is expected in the next month.

Another important aspect is procurement, currently done at CEPAGRI at their Maputo and Xai-Xai offices. Purchases of key assets such as vehicles are still not finalized. Budget issues such as payment of taxes are not resolved due to PROSUL late presentation of their budget for Government approval. IFAD may have to step in temporarily, within well-defined conditions and a mandatory fast refund. Further disbursements will be conditioned to it. A procurement PMT staff is also key to PROSUL success (see attached procurement annex).

4. Funds flow implementation, e-SISTAFE and project liquidity

PROSUL has to use Mozambique's financial management and payments system e-SISTAFE. The project will rely on this country system for most of its funds flow and implementation.

Implementation of e-SISTAFE at PROSUL will include several steps in a process that may last 6 months, for setting up the budget and accounts, training, the purchase and installation of equipment, and familiarizing with several processing steps. Mandatory (but not full-time) staff has increased to 5, and another 2 initially. For reporting, e-SISTAFE generates some reports, but PROSUL still needs a proper accounting software as mentioned in point 3.

The above mentioned e-SISTAFE implementation timing may be improved, but it must be stressed that it is a definite temporary risk for PROSUL's project liquidity, as the disbursed start-up funds do not cover the full 2013 AWPB. Mitigating measures are in point 8.

Requesting an eSISTAFE exception to Government for PROSUL is not seen as a realistic option, because it is a large project and another IFAD project is managing to implement it. It was not encouraged, and if it is used as a last resort it may have negative results for PROSUL.

5. Counterpart funds

Funding has been provided by CEPAGRI in 2012 and 2013 in the amount of MZM 800 000 (USD 26 700), and is most likely to remain included as counterpart funding. Temporary funding of MZM 600 000 (USD 20 000) was also provided by the PROMER project and repaid.

6. Audit

Due to the late start of the project and disbursements, and it's still developing financial management, it was decided to plan for the 2013 audit to be done jointly with the 2014 audit. However the selection of the auditors has to start now, so that auditors can start initial planning and work for PROSUL. The auditor's TORs are currently being prepared.

7. Review of payments process and supporting documentation

PROSUL has only received the USD 800 000 start-up costs disbursement from IFAD. A limited number of PROSUL payments documentation was checked at CEPAGRI in Xai-Xai and found acceptable, but a further review of this process and its controls has to be done once the new accounting system is in place and there are a significant number of payments.

8. Technical assistance through IFAD and support from other Mozambique projects

PROSUL is currently benefiting from IFAD agreed technical assistance on financial matters, which is centring on accounting processes, disbursements (e-SISTAFE) and procurement.

Last but not least, also on IFAD's suggestion, PROSUL has met with the Mozambique IFAD project ProPESCA, that had similar problems and has made significant progress with accounting and finance matters, and e-SISTAFE disbursements. Three PROSUL - ProPESCA meetings took place and even if there are some different requirements, the on-going experience interchange will help PROSUL learn and go faster on its own e-SISTAFE processes.

9. IFAD presentation and discussion with PMT staff

A presentation and discussion on key aspects of IFAD financial management, procurement and disbursement processes was carried out for PROSUL PMT staff, and that document was distributed to them. Specific arrangements useful to PROSUL were discussed in more detail.

10. Key people met

Mr. Abdul Cesar Mussuale, CEPAGRI Director, Maputo
Mr. Daniel Mate, PROSUL Project Coordinator, Xai-Xai
Mr. Paulino Bernardo, PROSUL Finance Manager, Xai-Xai
Mr. Julio Marcelino, PROSUL Finance Assistant, Xai-Xai
Mr. Rufino do Vane, PROSUL M & E Manager, Xai-Xai

11. Coordination of financial and procurement actions planned

The below actions planned information follows the organization of the similar tables in the Aide-Memoire of the Supervision Mission of June 3 – 7, 2013

N.	Action	Dates 2013	Responsibility	Finalized date / comments
2	Advertise PMT Financial Manager	August	PMT	No, awaiting CEPAGRI decision
4	Recruitment Climate Change technical	June	PMT	Waiting for Management Letter
5	Recruit PMT Financial Specialist with Catalytic Fund	July	PMT	August with Cat. Fund Definition
7	Project Manager no longer CEPAGRI delegate for Xai-Xai	June	CEPAGRI	Mostly, although not yet replaced
8	Procurement vehicles final selection change	June	PMT	Yes, taxes issue to be finalized
10	Finalization of PIM	July	PMT, Consultant	August
11	Workshop for PIM, Procurement, Reporting, Financial, Accounting	July	PMT, Consultant	August
13	Evaluation Committee	June	PMT	NO requested IFAD
17	Evaluation of interest from LSPs	July	PMT	NO for 3 to IFAD
21	Signature of MOUs with Parastatals	July	PMT	No, waiting IFAD standard
22	Selection Audit Firm	July	PMT	Not started
23	Subsidiary Agreement, MOU	Sept	MOF, BAGC, PMT	After Mangmt Letter and Cat. Fund Def.

Aprovisionamento/Aquisições

12. Arranjos de Aquisições.

Para o Projeto foi previsto a utilização das normas nacionais do governo de Moçambique (Decreto 15/2010), para os concursos no qual não se aplica a Licitação Pública Internacional. Atualmente os técnicos da Unidade de Gestora de Execução de Aquisições (UGEA) do CEPAGRI conduzem os processos de concursos de grandes valores em Maputo (Ex. veículos, mobiliário, equipamentos de informática, Provedores Líderes de Serviços). Estes processos e respectivos documentos dos concursos realizados pela UGEA deverão estar arquivados em Xai Xai (pelo menos uma cópia) em local específico e organizado. Ao final do processo de aquisição, a gestão dos contratos deverá ser realizada pelo PMT. Quando o PMT estiver com a quantidade necessária de pessoal, os processos de aquisição poderão ser instruídos e iniciados pelo PMT para envio à UGEA para processamento e condução.

13. Pessoal de Aquisições e Contratações.

A responsabilidade por este tema, estabelecida no desenho do projeto, está a cargo do Gerente Financeiro. Este arranjo não parece suficiente para se estabelecer a segregação de responsabilidades pela condução dos processos e celeridade. A equipe financeira atual do PMT é composta apenas do Gerente Financeiro e um Assistente Financeiro que iniciou os trabalhos em 01/08/2013. As tarefas de execução de aprovisionamento de aquisições de menores valores estão sendo apoiadas por técnicos da CEPAGRI em Xai-Xai que colaboram temporariamente com o arranque do projeto. As aquisições e contratações de grandes valores estão sendo conduzidas pela UGEA/CEPAGRI .

14. Assistente de Aprovisionamento.

Para o bom desempenho do projeto de forma a dar celeridade às aquisições, estabelecer segregação de responsabilidade, gestão de contratos, faz-se necessário que seja contratado um Assistente em Aprovisionamento com as atribuições de conduzir os processos de aquisição e gestão dos contratos a partir do escritório do PMT em Xai-Xai. Esta contratação teria uma remuneração equiparada a do Assessor Financeiro . O PROSUL irá encaminhar ao CPM a solicitação desta contratação com as devidas informações. Um Termo de Referência sugerido com o perfil mínimo para esta posição seguirá no item a seguir.

15. Termo de Referência do Assistente de Aprovisionamento (proposta)

Realizar o aprovisionamento de bens e serviços financiados pelo Projecto. Subordina-se á Coordenação do Projecto, e terá uma relação funcional de trabalho com o Gestor Financeiro do Projecto. Deverá se relacionar com a CEPAGRI (central e delegação em Xai-Xai) nas áreas de aprovisionamento. Outras relações funcionais incluem o FIDA. As responsabilidades específicas a realizar de entre outras são as seguintes:

- I. Manter o Registo Patrimonial dos bens, trabalhos e equipamento adquiridos, em conformidade com os procedimentos definidos e com o Plano de Aprovisionamento e com o Plano Anual de Actividade e Orçamento aprovados;
- II. Manter o registo dos Contratos e dos respectivos formulários de monitoria;
- III. Preparar os processos de aprovisionamento (aquisições e contratações internacionais e locais) do projecto, conforme o orçamento anual planificado, de

forma a garantir que os procedimentos estejam de acordo com as normas do Governo e do acordo de crédito.

- IV. Preparar documentos da proposta e concurso para a aquisição de bens e serviços e auxiliar na avaliação da proposta;
- V. Receber e registar todas as aquisições de bens de serviços a nível central; e elaborar as respectivas actas de recepção
- VI. Controlar os despachos das aquisições de Bens, receber e guardar estes de acordo com procedimentos padronizados;
- VII. Realizar inventário anual de materiais, equipamentos e serviços quando necessário;
- VIII. Zelar pela confidencialidade dos processos e assuntos da instituição;
- IX. Tomar providências para elaborar informações, relatórios, notas e documentos diversos, garantindo o seu correcto encaminhamento e o seu fluxo normal.
- X. Proceder á gestão dos contratos de fornecimento.

Perfil: Formação em Administração, Direito ou área afim, com pelo menos 5 anos de experiências e aprovisionamento. Conhecimentos de sistemas informáticos e planilhas eletrônicas. Desejável conhecimentos em elaboração de termos de referências e especificações técnicas de aquisições.

16. Arquivos dos registros de concursos e documentação de suporte

Os documentos dos concursos conduzidos pela UGEA/CEPAGRI estão arquivados nas instalações da CEPAGRI e após a conclusão do processo deverão encaminhados para arquivo no escritório do PROSUL. Nas amostragens de processos de aprovisionamento (processos de três cotações) verificados no escritório do PROSUL em Xai-Xai, visualizou-se que os processos estão devidamente arquivados, organizados, com as respectivas propostas, bem como as ordens de compra para o licitante vencedor, notas fiscais e registros de pagamento. O local encontra-se organizado e apropriado para os arquivos.

17. Gestão de contratos

Discutiu-se com o PMT a importância de estabelecer um controle de contratos cuja entrega/prestação do serviço, como é o caso dos Provedores Líderes de Serviços e outros previstos na implementação do Projeto. Este controle deve ser acompanhado pelo Assessor de Aprovisionamento a ser contratado e realizado por meio do Sistema de Informações Financeiras, sendo aceitável a administração dos contratos por meio de excel temporariamente.

18. Plano de Ação para fortalecimento dos aspectos de aprovisionamento

- I. Contratação do Assessor de Aprovisionamento para Xai-Xai (atualização do PAAO, PP, elaboração do TdR, pedido de não objeção ao FIDA e seleção) ;
- II. Estabelecimento de um controle de contratos (excel temporariamente é aceitável);
- III. Destinação de espaço físico e para arquivos dos registros dos concursos em Xai-Xai.

O plano de ação completo se encontra no anexo técnico da missão.

19. Revisão do progresso da implementação do Plano de Aprovisionamento

Destarte o número reduzido de pessoal atualmente dedicado ao PROSUL, verifica-se que os principais processos de aquisições foram encaminhados pelo PMT com o apoio da UGEA/CEPAGRI e técnicos da Delegação do CEPAGRI em Xai-Xai, principalmente os concursos dos veículos, equipamentos de informática e mobiliário que se encontram em fase final de

contratação. A seleção dos Provedores Líderes de Services (PLS) também foi executada e está em fase final de seleção. A contratação de pessoal e de pequenas despesas como os serviços para adequação do escritório do PROSUL em Xai-Xai e outros.

Foi acordado com o PMT que o processo de contratação do Gerente Financeiro; do Assistente em Aprovisionamento, do Sistema de Gestão Financeira complementar (MIS) e respectivo treinamento, irão ser brevemente iniciados, e em seguida os processos da empresa de auditoria independente e demais aquisições previstas no Plano de Aprovisionamento. O PMT informou que os processos de aquisições relacionadas ao Fundo Catalítico carece de definições prévias que vem sendo discutidas com os demais integrantes do PROSUL.

20. Sistema Nacional de Aquisições e Contratações

Verifica-se que os arranjos nacionais de aquisição e contratação permanecem inalterados conforme originalmente definido no desenho do projeto, existindo normas jurídicas (Decreto 15/2010) determinando a utilização de procedimentos nacionais para as aquisições que se enquadrem abaixo do limite estabelecido para Licitação Pública Internacional. Durante a missão não foi avaliado a compatibilidade destas normas com os regulamentos do FIDA.

21. Outros assuntos relevantes

Durante todo o período da missão orientações foram realizadas e esclarecimentos prestados aos integrantes do PMT quanto aos aspectos de aquisições, contratações e gestão de contratos, tais como: revisar os Termos de Referências de contratações, ampliar a divulgação dos concursos, convidar novos participantes de certames, classificar segundo os componentes e categorias os pedidos de contratações em seu início, entre outras.

Recomenda-se que a equipa de aprovisionamento quando estiver definida participe de treinamentos para condução de concursos do método LPI – Licitação Pública Internacional, de acordo com as normas do FIDA.

Appendix 6: Climate Resilience

BACKGROUND

The Pro-Poor Value Chain Development Project in the Maputo and Limpopo Corridors (PROSUL) involves pro-poor improvements in three value chains: irrigated horticulture, cassava and red meat. It will work in the trade corridors of the southern Provinces of Gaza, Inhambane and Maputo. It aims to reach 19 550 beneficiaries, mostly economically active poor who are already involved in value chain production. It will be linked to the IFAD-supported PRONEA Support Project (PSP) for extension support and the Rural Markets Promotion Programme (PROMER) for value chain development in other parts of the country.

The project goal is to establish improved and climate-smart livelihoods of small farmers in selected districts of the Maputo and Limpopo corridors. Its development objective is to achieve sustainable increased returns to smallholder farmers from increased production volumes and quality in the targeted value chains, improved market linkages, efficient farmer organisations and higher farmers' share over the final added value. CEPAGRI is responsible for the implementation of the Project with the support of a Project Management Team (PMT) based at the CEPAGRI Delegation in Xai-Xai.

The project entered into force in September 2012 and the Project Management Team is now in place. The TA positions are partly fulfilled, except for the Value Chain Expert and Climate Adaptation Expert that were re-advertised following the poor response at the first round. PROSUL was officially launched on 17 April 2013 in Xai-Xai. The PMT has just launched the tendering process for procurement of the three Lead Service Providers (LSPs).

Main Findings⁵

1. Review the climate adaptation inputs into PROSUL with PMU and identify additional training/support needs for the PMU and project partners:
 - Given the difficulties in identifying a suitable qualified person to take up the Climate Change position with the PMT it was agreed that a CEPAGRI staff member should be identified and sent for a 1 year MSc course on climate change adaptation at either University of Reading in the UK or the University of Cape Town (see Letter to Director of CEPAGRI – Annex 1). Based on discussions with the PMT and CEPAGRI the staff member identified was Egidio Mutimba., Dependent on ability to undertake an English Language proficiency training he will start a MSc either Oct 2013 at Reading or January 2014 at UCT.
 - Had a long meeting with Dr Luís Artur from UEM re his role in the Climate Change Arena in Mozambique. Based on this conversation, his CV and the work he's undertaken to date he's much better qualified than the consortium that submitted a bid to provide Climate Change support to the PMT and the Project Manager is encouraged to develop a retainer contract with him from November 2013
 - Twomlow to continual identify short courses that PMT or Staff from LSPs could participate in - **ongoing**
 - It is recommended that a representative from PMT participate in Regional training forum 15-18 October 2013 – this would be an opportunity to review and draft a logical framework for PROSUL that builds on the results framework and adds the outputs and their indicators for each outcome. This could then be reviewed and validated during the next supervision mission in December.
2. Review the PROSUL Results Framework (main Logframe contained in the PDR and ASAP-related logframe contained in Annex 5 ('Climate Change Adaptation Approach')) and develop one consolidated results framework.
 - I have reviewed the Result Framework for PROSUL, as presented in the PDR, which has 32 indicators across the Goal, Objective and Outcome levels. I have rephrased a number of the ASAP focussed indicators for clarity – this modified results framework is presented in Annex 2 with suggested changes in red text.

⁵ Distribution – ECD Professionals, ESA Nairobi; Mozambique CPO; PROSUL PMT, Abdhul César (Director CEPAGRI)

- However, on a detailed review of Annex 4 in the PDR one notes that for each component in Annex there are a list of indicators at both the Outcome and Output level, with no specific outputs declared – this makes any attempts at clear causality difficult.
 - Outcome 1 – Horticultural Value Chain 24 indicators
 - Outcome 2 – Cassava Value Chain 21 indicators
 - Outcome 3 – Red meat Value Chain 33 indicators
 - This is further complicated no clear summary of output indicators being declared for Outcome 4 – Financial Products/Services – activities are described but no clear indication of success/achievements.
 - It is recommended that a representative from PMT participate in Regional training forum 15-18 October 2013 – this would be an opportunity to review and draft a logical framework for PROSUL that builds on the results framework and adds the outputs and their indicators for each outcome. This could then be reviewed and validated during the next supervision mission in December.
3. Review current actions undertaken by PMU staff to collect baseline data for each Value Chain, identify current gaps in baseline data collection (as compared with logframe indicators) and develop an action plan to collect any missing baseline data. This includes identification of local and external service providers
 - No action was taken on the baseline survey as this is a requisite by IFAD using a standard form to collect the necessary data for the declared RIMs indicators.
 - It was agreed the PMT would follow the guidelines provided
 - The bids from the Lead Service Providers (LSPs) for the baseline were not available.
 4. Ensure that the TORs of Lead Service Providers integrate climate change adaptation and disaster risk reduction measures
 - The ToRs and selection criteria for LSPs were reviewed and climate adaptation and disaster risk management issues clarified
 - An initial list of questions that need to be asked during the scoping studies that the Lead Service Providers (LSPs) for each VC once identified, was drafted and are presented as a guide to be included in the scoping studies – Annex 3
 - It was further agreed that ICRAF Geoinformatics unit would provide additional support to the LSPs during the scoping studies – a visit to the PMT is to be agreed sometime between mid September and November to make input into the final design of the scoping studies
 5. Agree action plans for initial ASAP-funded field activities across the three value chains, including follow up meetings with IIAM on Cassava and Horticulture
 - Until the LSPs for each VC are selected it is difficult to develop complete action plans for each VC. However, follow meetings were had with:
 - IIAM Cassava breeding unit and their initial proposals discussed for the establishment of multiplication units. It was agreed that a finalised plan would be submitted to the PMT by the end of August. PMT to clarify how the funds will flow to IIAM.
 - IIAM Entomologist and Horticulturalist. During this meeting Dr Ecole made it clear that ‘Greenhouses’ in the traditional sense were not appropriate for the target areas as there was no need to increase temperatures for crop growth, in fact the opposite is the case and shade cloth structures are required to reduce the increasingly high temperatures observed during the dry season. These structures are a fraction of cost budgeted for each greenhouse, meaning that if the PMT works with Dr Ecole to develop this approach the number of protective structures and area put under protective production will significantly exceed the targets set in the PDR. It was agreed that the PMT will provide copies of the PDR documents and outline the key targets and work with Dr Ecoli to further develop a plan of action that will be reviewed during the next supervision mission
 - A web search provided details for several companies in RSA that can provide bulk quantities of shade cloth.
 6. Agree technical specifications of weather stations for Chokwe and Inhambane (with a view on protecting the weather stations from future flooding damage) and begin purchase process

- In a side meeting with Mr Xavier Chavua, Mr Chavua outlined a new initiative being overseen by the Ministry of Planning, with funding from AfDB, to rationalize the national array of Met Stations throughout Mozambique, currently administered by INAM, IIAM and DNA, so that all stations could contribute to the national data base – A 12 month exercise is underway to review the status of all met stations, develop a framework for upgrading where necessary and provide necessary calibrations for the various sensors to ensure conformity.
 - Subsequent meetings were held with both national and regional representatives INAM to discuss the types of meteorological equipment required for the two stations. A list with some initial cost estimates were provided by the regional INAM Officer.
 - It was agreed that a memorandum of understating between CEPAGRI and INAM would be developed that would outline the proposed collaborations that will include the renovation and improvement of weather stations and the development of appropriate climate information services required during the project.
 - Once MoU agreed then proceed with the preparation of procurement of equipment for weather stations renovation in collaboration with INAM.
7. Ensure that the PMU has access to technical expertise on issues related to climate change adaptation and climate risk management. This may include identification of suitable short-term or long-term service providers
- Meetings were held with staff from Faculty of Agronomy and Forestry Engineering UEM to identify areas of mutual opportunity and collaboration. Dr Luis Artur is highly skilled in the areas of climate change adaptation and disaster risk reduction and makes major contribution to the emerging national climate adaptation strategy, leading work on the proposed M&E framework – Dr Artur shared a wide range of his papers with us. Additional meetings were held with Dr Luisa Santos and it was agreed that PMT will hold regular meetings to identify opportunities for undergraduate and post graduate studies to support PROSUL M&E activities. For example students could undertake detailed field assessments of both biodiversity and household economic status in both the Cassava and Red Meat Value Chains
 - **Climate Adaptation Support to the PMT:** In light of the meetings with Dr Artur we included him as a possible consultant to provide ongoing support to the PMT. SM reviewed the information supplied by the consortium of António Queface & Alberto Mavume and the CV of Luis Artur and used the 8 criteria (100 points) outlined in the 'Request for Proposals'. On re-reading the ToRs, prior to reading the proposals/CVs SM added an additional three explicit criteria – Training Experience/Skills; Gender; Value Chains, bringing the points to a total of 130. The detailed assessment for the two group was provided in a spreadsheet to the PMT with supporting notes (see Annex 4). In brief both groups are academically strong in terms of climate, Luis Artur comes out the strongest based on academic background and relevant experience with donors, NGOs, gender and values chains. It is unfortunate that he did not submit proposal as his email suggests that it would be exceptionally strong. Even though the consortium of António Queface & Alberto Mavume attempted to follow the rubric of the call, their proposal does not offer any indication of how they would address the challenge or even suggest they have an understanding about the project. In summary António Queface & Alberto Mavume scored 60 out of 100 for the initial 8 criteria and scored an additional 5 points on the three additional criteria giving a total of 65 points out of 130. Despite not having submitted a proposal Luis Artur scored 68 out of a possible 100 for the initial 8 criteria and an additional 27 points on the three additional criteria giving a total of 95 points out of 130.

SUMMARY/KEY ACTIONS

Summary of Discussions Held and Key Actions

Meeting	Topics/Issues Discussed	Main agreed follow-up actions
PMT and CEPAGRI	Assistance to PMT and the Project on CC issues and capacity	<ul style="list-style-type: none"> Meet CEPAGRI capacity needs by sending staff member on MSc on climate change adaptation (1 year). Staff member identified as Egidio Mutimba, but course to be confirmed. Start either Oct 2013 at Reading or January 2014 at UCT Recruit Luís Artur from UEM to provide assistance to the project (retainer contract) – from November 2013 Twomlow to continual identify short courses that PMT or Staff from LSPs could participate in - ongoing Representative from PMT to participate in Regional training forum 15-18 October 2013
Mr. Xavier Xavana (UEM/MPD)	Information and Developments on Climate Change Issues	<ul style="list-style-type: none"> Essential PMT/CEPAGRI has to be part of dialogue process already ongoing on climate change issues and liaise with key institutions like MICOA, DNA, IIAM, etc Before starting the renovation of weather stations, consult IIAM and INAM, and possible wait for the finalization of the study aiming at defining standard model of weather stations. Meeting with INAM undertaken during this mission
IWMI	Possible collaboration between PROSUL and IWMI with a focus on the Horticulture Value Chain	<ul style="list-style-type: none"> Potential areas for collaboration: <ul style="list-style-type: none"> i. Assessment of training needs (possible a baseline) for extension and water user associations ii. Implementation of an integrated training program for extension, government officials and LSP's (backstop), and for farmer organizations /water user associations PMT to participate in the IMAWESA irrigation workshop planned for Late August IWMI – to share the MoU already signed with MINAG – PMT to follow at end of August if MoU not shared PMT to carry on further discussions with INIR, as the key and lead institution on irrigation matters and with IIAM on the Horticultural issues – see meeting with IIAM December supervision mission to review agreed activities
Claudine Aelvoet, Belgium Embassy and ASAP Donor Liaison	Introduce the mission and communication mechanisms	<ul style="list-style-type: none"> Improve feedback by sharing documents and information – Twomlow to share latest Mozambican CC documents and key contacts with the donor representatives PROSUL to be liaison with other ongoing projects in the region, especially with regard to gender approach –PMT to provide regular feedback and inform donors when major training events take place
Dr. Carvalho Ecole (IIAM), Entomologist and Horticulture	Approach to be adopted by the project on production improvements in the Horticulture VC (greenhouses or shade houses?)	<ul style="list-style-type: none"> Shade housing using shade cloth to reduce temperatures and provide physical protection against pest more appropriate for the project target areas than greenhouses – designed to increase temperatures. Identify shade cloth suppliers – Twomlow shared RSA company contacts PMT to share information on the project intervention area with IIAM Need of effective involvement of IIAM on scoping studies – November onwards

Dr. Luisa Santos (Faculty of Agronomy and Forestry Engineering (FAEF))	Possible collaboration between PROSUL and FAEF	<ul style="list-style-type: none"> • PMT to share information (annexes 4 and 5) of the PDR – Immediately • PMT to organize follow meeting to discuss concrete form of collaboration – probably once LSP have been recruited • Jointly identify activities/studies that could be undertaken by both undergraduates and post graduates within the project (i.e annual yield assessments, household economic studies, biodiversity studies in Cassava and Red Meat VCs, degradation studies –ongoing dialogue
Dr. Luís Artur (FAEF)	Potential collaboration in the Project assisting PMT	<ul style="list-style-type: none"> • Luís to share his latest articles and relevant documents on CC issues in Mozambique • Luís to send his resume and availability for assessment by the mission
Cassava team (IIAM)	Plan for Multiplication of cassava	<ul style="list-style-type: none"> • Finalize the plan and submit to PMT – IIAM by end of August • Clarify fund flowing mechanisms within IIAM
INAM	Renovation of Weather Stations	<ul style="list-style-type: none"> • Sign a memorandum of understating between CEPAGRI and INAM for the renovation and improvement of weather stations including information dissemination • Proceed with the preparation of procurement of equipment for weather stations renovation (INAM should be involved)
ICRAF	Geoinformatics support to baseline and subsequent M&E	<ul style="list-style-type: none"> • Provisional visit to Mozambique by ICRAF Post Doc towards end of September to explore support/inputs PMT and LSPs will require-Twomlow to coordinate
IFDC	Knowledge sharing on cassava intensification	<ul style="list-style-type: none"> • PMT to liaise with IFDC Chief of Party for Mozambique to arrange knowledge sharing platform on Cassava Intensification • LSP, once identified and contracted, should take lead farmers on learning to visit to IFDC Cassava Intensification sites in northern Mozambique

Appendix 7: Project Management , Monitoring and Evaluation and effective links with Partner Institutions

1. Introduction and background

This Annex reviews the progress made by PROSUL in the area of Project Management, Monitoring and Evaluation and KM of PROSUL. It complements the Aide Mémoire by providing more details on activities achieved since the last supervision mission. In carrying out its tasks, the mission worked in close consultation with the PMT, CEPAGRI, INIR, DNSV, DNSA, DE and INIR.

The Annex contains the following sections: (i) progress made for the recruitment of the PMT and including arrangements for effective settlement in Xai-Xai and agreed actions to speed the process of getting the PMT in place; (ii) Focal Points and effective linkages with MINAG institutions and the steps towards putting together the Monitoring and Evaluation system.

2. Recruitment of PMT

The recruitment of the Project Management Team (PMT) has not been completed yet. To date, the positions of the Project Coordinator, the Financial Manager, the Monitoring and Evaluation Officers and the Gender and Targeting have been fulfilled. However, the positions of Agribusiness (Value Chain) and the Climate change specialists were re-advertised following the unsuccessful attempt during the first recruitment process of the PMT held last January. The mission was also briefed on the whole on-going recruitment process for both the Agri-business/Value Chain Expert and the Climate change and it was positively impressed by the level of professionalism, responsibility and transparency that characterizes the evaluation process of the candidates. The mission had opportunity to see the CVs of the top ranked candidates and for the position of Climate Change expert, the mission felt that the top ranked candidate has a more natural conservationist background. As such, it was agreed that the mission will review the CVs of the other candidates for the position. If no suitable candidate can be found, the PMT will appraise a retainer contract with a qualified institution (such as the Faculty of Agronomy of Universidade Eduardo Mondlane, which has staff members specialized in the sociology of climate-related disasters and have experience organizing training events on climate change issues) or individuals. For the position of the Financial and Manager, following the recommendation received from the previous employer, the IFAD NO was provided for a six month period. As such, the mission recommends that CEPAGRI starts as soon as possible the procedures for advertisement of the position for the fulfillment of this key position in the project.

Overall, the full settlement of the PMT team in Xai-Xai has been rather slow due to the logistical aspects and lack of experience in operationalizing PMTs from outside Maputo. From institutional records, PROSUL is the second IFAD funded project with a decentralized PMT, following the Niassa Agricultural Development Project (NADP) 1994-2004, which was also implemented with PMT based at the provincial level. As such, there is very little experience at government level on how to best support the settlement of the PMT at provincial level. The mission was informed about these difficulties. Considering that the IFAD funded Market Linkages Project – PROMER – have similar arrangements with satellite offices, it was agreed that the PMT will undertake some consultations with PROMER to identify the support provided to PROMER teams based in its satellite offices, on which basis a request can be submitted to IFAD. The same disposition should be applied to DSA paid to PMT staff.

3. Focal Points and effective linkages with MINAG institutions

The Focal Points have been appointed by the Provincial Directorates of Agriculture in Maputo and Inhambane provinces. The mission was informed that as for Gaza province, consultations are still taking place regarding the need for the Focal Point given the availability of enough capacity within the CEPAGRI delegation to perform that duty. The mission was also informed that other Focal Points have been appointed by DNSV, DNSA, IIAM, DNEA, DE and INIR, to link these sectors with PROSUL. This is commendable as it reflects by far a higher government commitment and ownership to the project. It was agreed that the PMT will call all the Focal Points envisaged in the project for a short, one day meeting/training and provide them with updates regarding Monitoring and Evaluation, Reporting procedures, Climate Change and Gender so that together with the PMT works from the same understanding of the basic project principles and procedures.

To formally establish the partnership between PROSUL and these governmental institutions such as DNSA (agrarian services); INIR (irrigation); DNEA (extension services); DE (economics and planning); IIAM (research institute for cassava); INIR (Irrigation Institute) and DNSV (veterinarian services). Each partnership will be materialized through a Memorandum of Understanding (a draft of each MoU will be presented in the mission Main Report). As for the LSPs' contracts, MoUs will include provision for climate change adaptation and gender issues as well as for M&E, reporting and knowledge management issues. These MoUs will detail the role and responsibilities of each partner with regards to project's activities. An umbrella MoU will be elaborated to be signed by all above-mentioned partners with a different annex for each partner detailing their specific responsibilities.

4. The establishment of the Planning and M&E System

The establishment of the Planning and M&E System has not started. The key steps starts with the successful completion of the recruitment process of the Lead Service Providers who in turn will carry out the scoping studies and the necessary diagnostic information on the value chains plus the rural finance and land tenure. Once the LSP are in place, the expert can be hired to put the system in place.

Attachment 1: MOU Partnering Institutions

MEMORANDO DE ENTENDIMENTO

entre o

O Centro de Promoção da Agricultura (CEPAGRI)

e

O Instituto Nacional de Irrigação (INIR)
A Direcção Nacional dos Serviços Veterinários (DNSV)
A Direcção Nacional dos Serviços Agrários (DNSA)
A Direcção Nacional de Extensão Agrária (DNEA)
O Instituto de Investigação Agrária de Moçambique (IIAM) e
A Direcção de Economia (DE)

no quadro da execução do Projecto de Desenvolvimento de Cadeias de Valor nos Corredores de Limpopo e Maputo (PROSUL)

Preâmbulo

Considerando

Que o Projecto de Desenvolvimento de Cadeias de Valor nos Corredores de Maputo e Limpopo, de aqui em diante designado por PROSUL, é uma iniciativa do Governo de Moçambique que beneficia do apoio financeiro do Fundo Internacional para o Desenvolvimento da Agricultura (IFAD), do Fundo Fiduciário Espanhol (STF) e da United Nations Capital Development Fund (UNCDF).

Que o objectivo geral do projecto, cuja duração é de 7 anos (2013-2020), é o aumento sustentável da renda dos pequenos produtores a partir do incremento dos volumes de produção, produtividade e melhoria da qualidade em 3 cadeias de valor alvo (Horticultura, Mandioca e Pecuária), melhoria das ligações de mercado, da eficiência das organizações de produtores e assegurar o incremento das margens a favor dos produtores no valor final adicional, e garantido a adaptação as mudanças climáticas via intervenções resilientes nas 3 cadeias de valor.

Desejando

Que o PROSUL seja implementado ao longo dos Corredores de Limpopo e Maputo, nas províncias de Maputo, Gaza e Inhambane, com intervenções concentradas em 19 distritos – locais seleccionados por apresentar um potencial significativo para o desenvolvimento das cadeias de valor de Mandioca, horticultura e pecuária - cuja lista de distritos associados é apresentada no Anexo 1 e constitui parte integrante deste memorando.

E **pretendendo** estabelecer as principais responsabilidades de cada uma das instituições envolvidas no processo de implementação do Projecto de Desenvolvimento de Cadeias de Valor nos Corredores do Maputo e Limpopo (PROSUL) em 19 distritos das províncias de Maputo, Gaza e Inhambane, para que elas possam desempenhar cabalmente o seu papel na implementação do projecto e continuar a prestar serviços após o seu término, assim,

Entre o Centro de Promoção da Agricultura, daqui em diante designado por **CEPAGRI**, com sede na Rua da Gávea número 33, 1º andar, Maputo, representando neste acto por **Abdul Cesar Mussuale**, actuando na qualidade de Director do CEPAGRI,

E o Instituto Nacional de Irrigação (INIR), A Direcção Nacional dos Serviços Veterinários (DNSV), A Direcção Nacional dos Serviços Agrários (DNSA), A Direcção Nacional de Extensão Agrária (DNEA), o Instituto de Investigação Agrária de Moçambique (IIAM) e a Direcção de Economia (DE), daqui em diante designados respectivamente por INIR, DNSV, DNSA, DNEA, IIAM e DE, com sede na Rua de Resistencia nº 1743, Maputo, representando neste acto por **Paiva Munguambe, Jose Libombo, Mohamed Rafik, Fernando Mavie, Inacio Maposse e Raimundo Matule**, actuando na qualidade de respectivos Directores, todos designados por Partes

É celebrado o presente Memorando de Entendimento que se rege pelos seguintes termos e condições:

Cláusula Primeira
(Objecto do memorando)

O memorando tem por objecto:

- a) Estabelecer os princípios e responsabilidades de colaboração entre as sete instituições na implementação das acções de apoio ao desenvolvimento de Cadeias de Valor previstas no quadro da execução do PROSUL.
- b) Fortalecer a capacidade institucional das Instituições do MINAG no apoio a iniciativas de apoio ao desenvolvimento das Cadeias de Valor.
- c) Habilitar as Instituições do MINAG e em particular o CEPAGRI para melhor trabalhar com os Provedores Líderes de Serviços (LSP) e governos distritais para assegurar que o desenvolvimento das actividades de cadeias de valor ocorra de forma apropriada e sustentável.
- d) Assegurar a transferência de capacidades para as instituições do MINAG e aos governos distritais, de modo que estes possam assumir plenamente o seu papel de liderança de processos de desenvolvimento de cadeias de valor ao a nível local.

Cláusula Segunda
(Duração do acordo)

O acordo tem a duração de 7 (sete) anos, sem prejuízo da necessidade de extensão do período de execução do projeto ou até que se complete a realização das atividades que dele constituem objeto.

Cláusula Terceira
(Responsabilidades do CEPAGRI)

- Garantir a contratação e ambiente adequado para o funcionamento da Equipa de Gestão do Projecto a luz do Acordo de Financiamento
- Assegurar a coordenação do Projecto através da Equipa de Gestão

- Estabelecer memorandos de entendimento com vista a garantir a implementação efectiva do projecto
- Através da Equipa de Gestão, assegurar a disponibilização de recursos para actividades do Projecto
- Convocar e organizar as reuniões de coordenação do Projecto (*Steering Committee*), através do Secretário (o Coordenador do Projecto), nas quais fundamentalmente serão analisados os relatórios de progresso do Projecto, o Plano Anual de Actividades e Orçamento e o Plano do Procurement
- Assegurar uma estreita colaboração entre o Projecto e as instituições e direcções chaves, através de pontos focais das DPA's e da DNSA, INIR, DNSV, IIAM, DE e DNEA
- Organizar reuniões internas entre as direcções do MINAG envolvidas na implementação do Projecto para o balanço interno e análise dos progressos incluindo os memorandos, reflexão, discussão e produção de recomendações para a Equipa de Gestão e outros intervenientes em prol da implementação efectiva do Projecto

Cláusula Quarta **(Responsabilidades Gerasis das Instituições parceiras do MINAG)**

- Apoio a Divulgação e Monitoria permanente do Projecto, adoptando mecanismos inovativos e flexíveis, por exemplo em que cada direcção assuma responsabilidade de olheiro de determinados distritos, tendo em conta a sua área de intervenção no Projecto
- Participação na Reunião da Coordenação do Projecto (*Steering Committee*)
- Assessoria a Equipa de Gestão na elaboração do Plano Anual de Actividades e Orçamento (PAAO)
- Assessoria a Equipa de Gestão na elaboração do Plano do Procurement
- Assessoria e orientação da Equipa de Gestão do Projecto no processo de contratação de Provedores Líderes de Serviços
- Assessoria e orientação da Equipa de Gestão do Projecto no estabelecimento de uma relação apropriada de trabalho em prol do cumprimento dos indicadores e resultados do Projecto
- Designação de Pontos Focais e assegurar que estes trabalhem de forma harmoniosa e apropriada com a Equipa de Gestão do Projecto
- Assessoria a Equipa de Gestão na organização das Reuniões de Plataformas Regionais de Cadeias de Valor
- Colaboração, participação e prestação de todo apoio necessário na realização de todas Missões do FIDA ao Projecto
- Participação em todas actividades de M&A e Gestão de conhecimento do Projecto

- Participação em acções de estudos, avaliações e análise de impacto do Projecto, incluindo a análise da contribuição do Projecto em termos de lições e por conseguinte nas políticas agrárias do País e da região
- Prestar todo apoio e assessoria ao CEPAGRI, e em particular a Equipa de Gestão do Projecto
- Avaliação e contribuir para uma constante melhoria do desempenho da Equipa de Gestão do Projecto
- Assessoria a Equipa de Gestão sobre a estratégia de comunicação e todas acções que possam contribuir para uma maior visibilidade do PROSUL

Cláusula Quinta

(Planificação, monitoria e produção de relatórios)

1. Numa base anual, será preparado um plano de trabalhos que descreverá de forma detalhada os resultados pretendidos, as actividades a realizar e respectivos cronogramas, os recursos a serem proporcionados pelo projecto bem como os orçamentos.
2. A preparação de planos de actividades e orçamentos anuais, mais adiante designados por PAAO, e os relatórios de progresso será feita de acordo com as provisões do Manual de Planificação, Monitoria e Avaliação do PROSUL. Os PAAO e os relatórios de progresso das instituições envolvidas deverão conter informação específica sobre as actividades, resultados e orçamentos relativos ao financiamento do PROSUL. O PAAO que deverá servir de referência para implementação será formalmente comunicado à todas as partes, antes do início do ano, após sua aprovação pelo Comité de Coordenação (Steering Committee) e pelo FIDA.
3. O CEPAGRI/PMT e as partes (através dos Pontos Focais), deverão realizar sessões conjuntas de planificação e de revisão dos planos e do progresso das actividades. Estas sessões serão programadas numa base anual.
4. O CEPAGRI/PMT e as partes (através dos Pontos Focais), farão a revisão dos indicadores do sistema de planificação, monitoria e avaliação do PROSUL sempre que isto se afigure necessário.

Cláusula Sexta

(Procedimentos de gestão financeira e auditorias)

1. As realizações do projecto serão objecto de acompanhamento, orientação estratégica e supervisão por parte do IFAD e de órgãos de direcção e coordenação estabelecidos a nível central e local. Estas actividades cobrirão as actividades realizadas pelo **INIR, DNSA, DNEA, DNSV, DE e IIAM** com financiamento do PROSUL.

2. As missões de supervisão do IFAD terão lugar pelo menos duas vezes por ano. Os órgãos de direcção e coordenação aos vários níveis poderão reunir uma ou mais vezes por ano. O **INIR, DNSA, DNEA, DNSV, DE e IIAM** participarão, através dos seus representantes, nestas reuniões. Por ocasião das missões de supervisão e das reuniões dos órgãos de direcção e coordenação do projecto e deverão prestar toda a informação e assistência necessária.
3. Cópias dos *Aide Mémoire* e relatórios das missões de supervisão, bem como de actas dos comités de direcção e coordenação do projecto resultantes destes processos, serão prontamente enviadas ao **INIR, DNSA, DNEA, DNSV, DE e IIAM** para conhecimento e seguimento.

Cláusula Setima (Comunicação e visibilidade)

1. As partes concordam no facto de que os resultados alcançados no quadro da execução do projecto deverão ser disponibilizadas a outras partes interessadas e ao público em geral.
2. As acções deverão ser implementadas tendo como referência a estratégia de comunicação e visibilidade estabelecida no quadro da implementação do projecto.

Cláusula Oitava (Alteração e termo)

1. Alterações ao presente Memorando de Entendimento deverão ser acordadas pelas partes, por escrito.
2. O acordo poderá terminar em caso de suspensão do financiamento por parte dos parceiros externos.

Cláusula Nona (Resolução de diferendos)

1. As partes privilegiam a solução pacífica e amigável de quaisquer diferendos que resultem da interpretação e execução deste acordo, recorrendo à uma comissão arbitral na subsistência daqueles.
2. Ocorrendo a última hipótese, o Ministro da Agricultura, na sua qualidade de órgão de tutela das partes/instituicoes, nomeará a comissão arbitral para a resolução da questão.

3. As disputas serão resolvidas tendo por base as leis em vigor em Moçambique e as suas decisões são irrecorríveis, salvo se se provar ter havido violação da lei.

**Cláusula Décima
(Disposições finais)**

1. O presente acordo é celebrado na língua portuguesa em dois exemplares iguais e com o mesmo valor e teor probatório.
2. Este Memorando de Entendimento produz efeitos a partir da data da sua assinatura pelas duas partes.

Celebrado na Cidade de Maputo, no dia _____ de _____ de 2013.

O Director do Centro de Promoção da Agricultura (CEPAGRI)

dr. Abdul César

O Director Nacional dos Serviços Agrários (DNSA)

Eng. Mahomed Valá

O Director Geral do Instituto Nacional de Irrigação (INIR)

Dr. Paiva Munguambe

O Director Nacional dos Serviços Veterinários (DNSV)

dr. José Limbobo Jr

O Director de Economia (DE)

dr. Raimundo Matule

O Director Nacional de Extensão Agrária (DNEA)

Eng. Fernando Mavie

O Director Geral do Instituto de Investigação Agrária de Moçambique (IIAM)

Prof. Doutor Inácio Calvino Maposse

Attachment 2: MECANISMOS DE COLABORAÇÃO ENTRE O CEPAGRI E O INIR

Na implementação do presente Memorando, o INIR irá trabalhar em estreita colaboração com o CEPAGRI, através da sua Equipa Gestão, tendo como tarefas e atribuições específicas:

- Contratação de uma entidade especializada para a condução de estudos de viabilidade e todas especificações para o melhoramento, reabilitação e expansão de 19 perímetros irrigados identificados nas províncias de Gaza e Maputo
- Contratação de entidade(s) especializada(s) e sobretudo com boa reputação para o desempenho da função de empreiteiros de obras de melhoramento, reabilitação e expansão dos 19 perímetros irrigados identificados nas províncias de Gaza e Maputo
- Condução de trabalhos de fiscalização, monitoria e avaliação de todos trabalhos de melhoramento, reabilitação e expansão dos perímetros irrigados
- Contratação de uma entidade especializada para o desenho do Plano de Capacitação de Associações Utentes de Pequenos Sistemas de Regadio em aspectos de gestão, operação e manutenção
- Aconselhar a Equipa de Gestão do Projecto e o Instituto de Investigação Agrária de Moçambique sobre o estabelecimento do pequeno sistema de irrigação de 0.25ha para a multiplicação rápida de estacas de mandioca incluindo um treinamento para Estação Agronómica de Nhacoongo sobre a sua gestão, operação e manutenção
- Contribuir na elaboração do Plano Anual de Actividades e Orçamento, e em particular em relação a aquelas actividades referentes a área de irrigação
- Manter uma relação de parceria saudável entre produtores utentes, Provedores Líderes de Serviços, Empreiteiros de Obras e entre outros actores
- Contribuir na elaboração do sistema de M&A do Projecto e na sistematização de informação relevante sob ponto de gestão de conhecimento.

Attachment 3: MECANISMOS DE COLABORAÇÃO ENTRE O CEPAGRI E A DNSA

Na implementação do presente Memorando, a DNSA irá trabalhar em estreita colaboração com o CEPAGRI, através da sua Equipa Gestão, tendo como tarefas e atribuições específicas:

- Municiar a Equipa de Gestão e aos Provedores Líderes de Serviços sobre modelos de produção e principalmente no diz respeito ao manejo de pragas e doença por forma a garantir os indicadores previstos no projecto em termos de produção, produtividade e qualidade
- Monitorar os indicadores de produção e produtividade nas cadeias de horticultura e mandioca
- Participação activa em acções de contro de pragas e doenças problemáticas emergentes
- Participação activa no processo de estabelecimento de 200 estufas de hortícolas, prestando toda assessoria possível em aspectos de manejo de pragas e doenças e gestão de conhecimento
- Assegurar todo manejo integrado de pragas e doenças nos campos de multiplicação e produção
- Contribuir na elaboração do sistema de M&A do Projecto e na sistematização de informação relevante sob ponto de gestão de conhecimento.

Attachment 4: MECANISMOS DE COLABORAÇÃO ENTRE O CEPAGRI E O IIAM

Na implementação do presente Memorando, o IIAM irá trabalhar em estreita colaboração com o CEPAGRI, através da sua Equipa Gestão, tendo como tarefas e atribuições específicas:

- Coordenar com as Estações Agrónomicas na região, o processo de multiplicação de estacas de mandioca com tolerância a seca, pragas e doenças
- Identificar locais para multiplicação e técnicos directamente envolvidos na multiplicação
- Desenhar e implementar o plano anual para multiplicação de estacas de mandioca, tendo como opções, a multiplicação de forma convencional e multiplicação recorrendo a um sistema de rega com capacidade para regar 0.25ha
- Assistência técnica aos Provedores Líderes de Serviços na identificação e multiplicação de estacas de mandioca ao nível de Centros de Serviços
- Participação em acções de investigação ligadas as 3 cadeias de valor (horticultura, mandioca e pecuária)

Attachment 5: MECANISMOS DE COLABORAÇÃO ENTRE O CEPAGRI E A DNSV

Na implementação do presente Memorando, a DNSV irá trabalhar em estreita colaboração com o CEPAGRI, através da sua Equipa Gestão, tendo como tarefas e atribuições específicas:

- Assistência e assessoria ao Provedor Líder De Serviços na implementação das actividades viradas o desenvolvimento da cadeia de carne vermelha, e em particular nos seguintes aspectos: i) revitalização da rede promotores pecuários, estabelecendo a sua ligação com farmácias veterinárias privadas a serem estabelecidas; ii) estabelecimento de bancos forrageiros; iii) reabilitação, construção e adopção de mecanismos adequados de gestão de represas e ou outras fontes de água para o abeberamento do gado
- Coordenação de acções sobre a concepção de modelos de farmácias veterinárias e modelos convencionais de recintos de feiras de gado
- Contratação de entidade que será reponsável pela construção de matadouro novo equipado com sistema de frio e com sistema de eliminação de resíduos
- Condução de trabalhos de fiscalização, monitoria e avaliação de todos trabalhos de estabelecimento de infra-estruturas pecuárias
- Apoio e assessoria ao processo de dinamização de organizações de produtores pecuários e do Fórum Nacional
- Proposta de acções a levar a cabo com vista a melhoria da legislação incluindo a sua aplicação
- Contribuir na elaboração do Plano Anual de Actividades e Orçamento, e em particular em relação a aquelas actividades referentes a área de pecuária
- Contribuir na elaboração do sistema de M&A do Projecto e na sistematização de informação relevante sob ponto de gestão de conhecimento.

Attachment 6: MECANISMOS DE COLABORAÇÃO ENTRE O CEPAGRI E A DNEA

Na implementação do presente Memorando, a DNEA irá trabalhar em estreita colaboração com o CEPAGRI, através da sua Equipa Gestão, tendo como tarefas e atribuições específicas:

- Identificar e implementar sinergias adequadas que permitam uma colaboração e trabalho integrando de forma efectiva no Projecto, a rede pública de extensão, isto através de mecanismos operacionais que possibilitem os Provedores Líderes de Serviços o aproveitamento dos extensionistas públicos a custos relativamente aceitáveis
- Colaborar na sistematização e divulgação de modelos inovativos do projecto
- Garantir a transferência de tecnologias, conhecimentos e metodologias através da adesão a programas de capacitação em vários pacotes e garantir a sua operacionalização
- Participação activa em Plataformas Regionais de Cadeias de valor e em Plataformas Inovativas a nível distrital
- Participação activa, através da rede de extensão, como elemento dinamizador da organização e capacitação de organizações de produtores como entidades de produção orientadas para mercado
- Contribuir na elaboração do Plano Anual de Actividades e Orçamento, e em particular em relação a aquelas actividades referentes a área de extensão
- Contribuir na elaboração do sistema de M&A do Projecto e na sistematização de informação relevante sob ponto de gestão de conhecimento.

Attachment 7: MECANISMOS DE COLABORAÇÃO ENTRE O CEPAGRI E A DE

Na implementação do presente Memorando, a DE irá trabalhar em estreita colaboração com o CEPAGRI, através da sua Equipa Gestão, tendo como tarefas e atribuições específicas:

- Participação na realização do Estudo Quantitativo de Base e nos Estudos Preliminares a serem desenvolvidos pelos Provedores Líderes de Serviços
- Análise dos relatórios de avaliação e progressos de projecto: relatórios de progressos, anuais, avaliação de meio termo, avaliação final e de avaliação de impacto
- Documentação de lições do Projecto e garantir que estas sejam utilizadas para a melhoria de políticas agrárias do País

Appendix 8: Gender

PROSUL is beginning implementation and the main priority of the Project Management Team (PMT) is to ensure the recruitment of Lead Services Providers (LSP) for the three value chains and for Land Tenure. Upon recruitment, LSP will undertake scoping studies aiming at identifying key activities and design the first action development plan for each value chain.

Besides LSP recruitment, the project is still designing a number of agreements to fine-tune the project architecture and implementation arrangements. For instance, it is still not clear how the Ministry of Agriculture (MINAG) department of training and technology transfer will cooperate with PROSUL. For this reason, it is still too early to identify milestones for the gender strategy. On the other hand, this represents an opportunity to develop additional partnerships, as described further.

Agreements made:

To ensure a holistic gender approach in PROSUL, it will be important to ensure that the gender and targeting specialist revises all the agreements and Memorandum of Understanding (MOUs) that will be developed in the upcoming months, so as to ensure that the project commitments to gender and targeting are adequately reflected by last trimester of 2013/ first half of 2014.

Regarding the design of the PROSUL gender strategy, the following aspects were considered. i) the project is still fine-tuning all its partnerships and implementation arrangements; ii) the scoping studies will be instrumental in retrieving key information on gender aspects of the three value chains; iii) an additional set of data will be collected to support the scoping study, providing relevant sex-disaggregated data; iv) the LSP will be PROSUL main implementing agents, also implementing actions that will directly contribute to achieve the goals of the gender strategy and; v) LSP will develop the value chains action plans, of which gender has to be integral part;

Due to the complexity of the project, it was agreed with the PMT that PROSUL gender strategy will be composed by three components (sub-strategies) corresponding to the three value chains. Each contracted LSP would develop and submit the component of the gender strategy corresponding to the value chain they will be in charge of. Required information will be retrieved during the scoping study and each component of the gender strategy will be integrated in the value chain action plans. This will ensure LSP ownership of the scoping study findings on gender aspects, as well as of gender-related commitments that would anyways have implications for the LSP work. Such ownership will ensure that the gender strategy is embedded in the value chain action plans and its implementation integrated within other project activities. This solution will avoid duplications of work and ensure adequate timing of activities.

The terms of reference of the three value chains scoping studies were revised together with the team, including gender as a fundamental dimension to look at, ensuring the collection of sex-disaggregated data and adequate gender knowledge in the LSP team. Likewise, the request for proposals was also revised.

Agreements made:

The Gender and Targeting specialist will work in close cooperation with the LSPs during the scoping studies, so as to ensure coherence and consistency among the three components of the gender strategy developed for each value chain. To be completed first trimester of 2014.

He will also develop a chapeau to frame the three in IFAD gender policy strategic objectives, relevant development strategies at country level and MINAGRI gender strategy (Sept-Dec 2013. Possible revisions in the first trimester of 2014 after completion of LSP components).

Once LSPs are recruited, the PMT and its partners might need additional technical support and more targeted capacity development (2014).

MINAG gender strategy dates back to 2005 and hasn't been updated to integrate new key national development strategies, for instance PEDSA, PNISA, and PDDA. PROSUL gender strategy could contribute to update MINAG one, providing an overall conceptual framework that would embed gender aspects of the national development strategies and principles of the IFAD gender policy. Specific aspects related to the southern region and the three value chains covered by the project could also represent part of PROSUL contribution to such an update. This contribution would provide PROSUL with great visibility within the MINAG, triggering a renewed interest for gender issues within the organization. Concrete modalities of cooperation on this proposal would have to be assessed and the scope of PROSUL contribution to MINAG strategy define by Sept-Dec 2013.

Agreements made:

DPA head of technical department proposed to cooperate with PROSUL in revising the training curricula for their extensionists, so as to better integrate gender in three main modules. As a starting point, IFAD/FAO e-learning course on social analysis for field practitioners will be shared with the PMT Gender and Targeting specialist to see which aspects could be integrated in the modules, and initiate dialogue with DPA and SDAE at provincial level (by Sept- Dec 2013).

DPA at provincial level will provide information and material on their celebrations of rural women's day (15 October), which could be particularly useful for communication activities (September- October 2013).

To ensure a gender-sensitive rural finance approach, it is important that the catalytic fund consider gender aspects such as willingness to work with females and gender specific financial products when identifying investment prospect.

GALS. Since the Project Design Report indicates that GALS will be used to carry out participative assessments of value chain and inclusive development plans, upon recruitment of the Lead Service Providers (LSP), it is recommended to also select a GALS facilitator. This will ensure the smooth integration of such methodology in the value chain action plans that will be developed by the LSP, hence in the organization and implementation of the project activities (December 2013 or as soon as the LSP will be recruited).

As already foreseen by the Project Design Report , it is recommended to organize a specific training session on household methodologies/GALS (training to follow LSP recruitment and agreement with facilitator on how to integrate GALS in the Value chain action plan. Most likely during or right after the scoping studies).