

ImGoats  
Mozambique National Steering Committee  
Report of the first meeting

---

Maputo, Mozambique

2<sup>nd</sup> June 2011



***Small ruminant value chains to reduce poverty and  
increase food security in India and Mozambique***

## A report of the first imGoats Mozambique National Steering Committee meeting

### 1. Background

The goal of the “Small ruminant value chains as platforms for reducing poverty and increasing food security in dryland areas of India and Mozambique (imGoats)” project is to increase incomes and food security in a sustainable manner by enhancing pro-poor small ruminant value chains in India and Mozambique. The project proposes to transform goat production and marketing from the current *ad hoc*, risky, informal activity to a sound and profitable enterprise and model that taps into a growing market, largely controlled by and benefiting women and other disadvantaged and vulnerable groups; while preserving the natural resource base.

The specific objectives of the project are two:

- (a) to pilot sustainable and replicable organizational and technical models to strengthen goat value chains in India and Mozambique that increase incomes, reduce vulnerability and enhance welfare amongst marginalized groups, including women; and
- (b) to document, communicate and promote appropriate evidence-based model(s) for sustainable, pro-poor goat value chains.

In addition to goat keepers, beneficiaries will include other goat value chain actors, including small-scale traders, input and service providers. The project is following innovation systems approaches within a value chain framework. The value chain models will be implemented through the mechanisms of innovation platforms and producer hubs, which will be comprised of multiple and diverse stakeholders. Using an appropriate and focused Monitoring and Evaluation framework, the project will document the participatory approaches used, processes followed, outcomes generated and lessons learned to generate research evidence towards the development of goat value chain models that benefit the poor. Lessons learned and opportunities for scaling up and out will be communicated to policymakers and development practitioners.

The project is being implemented by CARE in Mozambique, while the overall leadership and co-ordination of the project is done by the International Livestock Research Institute (ILRI).

The project proposed establishment of a steering committee at the national level in each of the project countries comprising of potential champions of the project representing key organizations/agencies who have a stake in livestock development for poverty alleviation. The committee is expected to provide strategic guidance to the project at critical times; identify key linkages with other organizations/projects involved in similar efforts to share experiences and lessons and; help disseminate/communicate lessons from the project and facilitate scaling up

and out. This report provides an account of the first meeting of the imGoats Mozambique National Steering Committee.

## 2. Meeting process

The first national steering committee meeting of the imGoats project in Mozambique was held on the 2<sup>nd</sup> of June 2011 from 9 AM to 1 PM in Maputo at the IIAM premises. The meeting was attended by representatives of the national agricultural research institute (IIAM), the Inhambane provincial livestock services, IFAD, USAID, CARE and ILRI. The invitees from the Min of Agriculture - Animal Production Department had sent apologies. Of the attendees, five were women and three were men. The list of participants and their contact details are provided in Annex 1. The agenda for the meeting is provided in Annex 2.

### 2.1 Introduction

Saskia Hendrickx from ILRI welcomed the attendees to the meeting and briefly explained the why the project was referred to as 'imGoats'. As the original project title '**Small ruminant value chains to reduce poverty and increase food security in India and Mozambique**' was too long for repeated use: it was decided to use imGoats instead referring to: 'India Mozambique Goats' and also 'Improving Markets for Goats'. During the project development it was decided to have an overall project steering committee; but also national steering committees in India and Mozambique to ensure appropriate guidance based on the local situation and interaction with partners that can assist with linking the project with other ongoing or upcoming initiatives or projects and, assist with possible scaling out of the project.

### 2.2 Presentation on imGoats project

Ms Eve Dufresne from CARE gave a short introduction to CARE and its operations in Mozambique in particular the Sustainable Effective and Economic Development (SEED) project which the imGoats activities fit into. This was followed by an elaboration of the 2-year (2011-2012) imGoats project goal and objectives.

Eve briefly explained the enabling environment as well as the opportunities that lead to choosing the Inhassoro district for the imGoats activities which will be implemented during February 2011 - December 2012. The implementing partner in Mozambique is the leading international non-governmental organization CARE, while in India BAIF is the lead organization for implementing the field level activities. The overall project budget is €2 million with around USD 500,000 for the Mozambique activities and is funded by the European Commission through the International Fund for Agricultural Development (IFAD).

In Mozambique imGoats will work with 350 households targeting approximately 2,500 beneficiaries. The aim is to work with 25% female headed households and 20% of families living with or affected by HIV/AIDS.

The progress made to date was presented, which included:

- Recruitment of staff
- Outcome mapping workshop for the entire project team (ILRI-CARe-BAIF) in Udaipur, India in February 2011
- Introductory training course on Innovation Platform and Value Chain Analysis in Maputo in March 2011.
- Development of annual work plan in line with SEED activities.
- Establishment of the Innovation Platform for goat value chain in Inhassoro on 26<sup>th</sup> of May 2011.

The value chain constraints identified by the different value chain actors present at the Innovation platform meeting were presented in detail as well as the main 3 constraints that the group decided to address. These were:

1. Lack of animals (need for improving production)
2. Organization – fairs, aggregation of goats
3. Infrastructure – Treatment areas, Kraal/housing, slaughter areas

## 2.3 Discussion

Eve's presentation was followed by a lively discussion that lasted for almost two hours during which the NSC members gave their views and shared experiences on how to possibly address some of the constraints identified. Following is a summary of the discussion:

Goats are generally neglected in Mozambique because people believe they are easy to rear and don't require additional care. Herds are not stable; the project should really work towards increasing numbers. This will require a change in attitude of the goat keepers. Saskia explained that although maybe difficult to measure, this change is the one that we hope to capture and is the purpose the outcome mapping that the project is proposing to implement. The farmers are among the boundary partners and we expect to see changes in their attitudes and practices related to goat management and marketing.

Custódio from IFAD highlighted the need for a change in attitude and approach in the extension officers. They need to realize that not only cattle keeping can generate income but, that small scale farmers can also have a stable income from goat rearing and selling. During the restructuring process that will take place in the national extension program from MINAG (see below) IFAD will stress this point.

## Marketing

When discussing the establishment of goat markets, Vicente Zefanías from SPP shared his experience from the SEED project. At the start of that project no cattle markets (feiras) existed and now feiras are held in 4 different locations every 3 months. The first feira was not very successful mostly due to the few number of buyers who attended as well as the low quality of the animals. However, this was a necessary step for farmers to realize the need to work towards improving the condition of their animals and the need for selection. This means sometimes waiting for another 3 months for selling the animal in case it is in bad condition. What also is an important mechanism is that the promoters (community animal health workers) get 50MTN per animal that is brought to the market which is in good shape. This is an incentive for the promoters to keep working with the farmers to improve the cattle management and motivate the farmers to sell. For the buyers this is a good mechanism because they will know before the market day the number of animals available for sale and whether they will meet a minimum standard of body condition.

Rene Celaya from CARE mentioned another lesson learned from the SEED project in relation to cattle commercialization: buyers are sometimes faced with cash flow constraints which results in farmers not always being able to sell their animals. He also mentioned that it is good to work with a small group of buyers and not limit it to 2 or 3 persons. There are good and bad buyers and we should not let the success of the commercialization component depend on them.

Another thing that was done as part of the SEED project was to take a small group of producers to meet other actors in the value chain. The producers went to Maputo and spoke with buyers and realized how value gets added along the chain. However, this needs to be explained properly to the producers as upon return some of the famers started demanding the price that the buyers were getting in Maputo.

The organization of the cattle feiras is the responsibility of an association, which charges a small fee for organizing the feira. They also establish the price per Kg live weight for animals that go for slaughter. Breeding animals are sold for 8,500MTN or more. The government is in charge of providing information to the buyers but this is often hindered because there is no funding available to pay the radio stations to broadcast information. This comment opened a lively discussion. It was felt that this type of information is a public good and should be allowed to broadcast for free. Paula Pimentel mentioned that IIAM has entered into agreements with Radio and TV Mozambique, as well as with the Institute for Social Communication that is the contact point for the community radios. ILRI will bring this issue up with the Director of IIAM to see how we can benefit from this agreement.

### Access to water

Access to water is a common problem in many projects. In Gaza province numerous drinking points were developed exclusively for goats since they can't walk as far as cattle. This won't be possible in Inhassoro district since the ground water is very deep. There is one river but the water is salty and not suitable for human or animal consumption.

Another option would be to look at some plants that contain a lot of water: a certain cactus type. It was mentioned that this cactus may already be growing in the district as part of an INGC project. Another alternative source of water could be watermelons which are grown in excess in the district and often rot on the field.

### Animal diseases

It was suggested that as a first step, secondary information should be collected from SPP and other sources about the goat health situation in the district. If needed, blood and fecal samples could be taken and analyzed. Based on the results, recommendations can be made regarding the need for possible treatment. Lab information should be combined with information collected through participatory methods about the farmers' perceptions about the diseases in goats.

More promotores are being trained so that animal treatment is more accessible for the farmers. An important point that was mentioned was that the provision of services by the promoters should be economically viable. This again requires a change in attitude of the farmer since currently goats receive no treatment at all. It was suggested to bring some farmers from Govuro district where they are already treating their animals and let them explain to their colleagues from Inhassoro what impact treatment had on their animals.

### Sustainability of IPs

Siboniso Moyo explained the mixed successes of the ILRI led value chain projects and pointed out that ILRI's experience highlights the importance of involvement of the provincial and district authorities. A major issue is that of sustaining the activities of the innovation platform after the project end.

Paula explained that the value chain approach and especially the innovation platform require development of a thorough understanding and continued interaction with the project staff especially in the beginning. Facilitation of the process is crucial and special care should be given to capacity building of IP members in facilitation skills.

Saskia asked for advice on the issue of transport for members of the IP. CARE generally provides transport to participants for various activities. The concern is that this might affect the functioning of the IP after the end of the project if the members become accustomed to being provided transport to participate. In the first IP meeting held in Inhassoro, it was mentioned

that CARE would provide transport only for the first meeting and one has to see how the members respond to this and how that affects participation in the next meeting.

It was argued that if people benefit from the IP they should be willing and capable of finding a transport. To facilitate this, one suggestion was to plan the IP meetings at the same time as a fair or market as most participants will travel to attend them.

## 2.4 Possible linkages with other projects

### ImGoats learning from other projects

It was mentioned that imGoats can draw on lessons from the System wide Program on Collective Action and Property Rights (CAPRI) the project entitled: **“Securing women’s access to livestock assets and income in Kenya and Mozambique”**. This project will examine gender-mediated rights and control of livestock and livestock products across 3 market-oriented projects in Kenya and Mozambique. An analysis of the impacts of commercialization on these rights and the role of collective action in improving rights and control by women of livestock, livestock products and income will lead to enhanced strategies being pursued by these project teams and to broader policy change recommendations related to collective action and property rights for enhanced market participation and benefits for women. An interesting point found in Mozambique was that women’s role in marketing could increase if there was a market close to home. Often having to spend a whole day to sell an animal was too much and therefore the animals were sold to a middleman.

The **Livestock and Livelihoods - Improving market participation by small-scale livestock producers in selected SADC countries (Lili Markets)** implemented by the International Crops Research Institute for the Semi-Arid Tropics (ICRISAT); the International Livestock Research Institute (ILRI); the National Agricultural Research Institute of Mozambique (IIAM), the Department of Research for Development through the Matopos Research Station of Zimbabwe and the Namibian National Farmers’ Union (NNFU) in 3 countries: Mozambique, Namibia and Zimbabwe is another project which worked on developing livestock value chains and addressing challenges and opportunities through Innovation Platforms.

During the 3 year project duration (2007-2009) the project aimed at improving market participation by small goat and cattle growers in semi arid regions of Mozambique, Namibia and Zimbabwe. Specifically it aimed at evaluating constraints to and opportunity for commercializing small holders production of goats and cattle; test and evaluate alternative product marketing systems; test and evaluate alternative input delivery systems; assess the impact of market led technology change on income, and poverty; and establish an effective communication strategy for the business. It is in the context of the establishment of an

effective communication strategy for the business that innovation platforms were promoted in the project sites.

In Mozambique the project sites were: Changara district in Tete Province and in Mapai in Gaza province. The results were mixed: in Tete province the innovation platform established as part of the project is still operational and has managed to attract funding from the MINAG to construct proper market infrastructure. In Mapai, funding was obtained from FAO to renovate the slaughterhouse facilities, which was one of the constraints identified, however this has not been finished yet and no other activities have taken place since the end of the project.

### ImGoats informing other projects

The IFAD representative, Custódio Mucavele, briefed the group about two upcoming activities on which IFAD will be working with the MINAG:

- Reforming the national extension services

Start date development phase: September or November 2011. A review of the program will take place as part of the IFAD loan to the MINAG.

- Development of value chain project

IFAD will be supporting the MINAG developing a project looking into various value chains (both crop and livestock) in 3 Mozambican provinces (Maputo, Gaza and Inhambane). The information from the imGoats project will inform this project since goat value chains will most likely be one of the targeted value chains.

Start date project development phase: October 2011.

Actual project start: January 2012

## **2.5 Terms of Reference and frequency of meetings**

Saskia introduced the suggested terms of reference (TORs) for the national steering committee which were unanimously accepted:

- Strategic advice on progress, performance and impact
- Discuss and make recommendations on important issues for program success
- Provide linkages to different government departments and stakeholder groups
- Support the opportunities for up scaling of the project outputs
- Advise on communication, dissemination and advocacy strategies
- Advise project on government policies - foresight

It was suggested that the second meeting should be held after approximately 6 months but ensuring that it coincides with certain milestones in the project implementation. The proposal



to hold the second national steering committee in Inhassoro district was well accepted, budget allowing. The third meeting was planned for December 2012.

It was suggested to have one or more (depending on the need) technical meetings to address particular constraints for which expert opinion is needed. An example of a topic that could be addressed is related to breed improvement for extensive systems at community level.

The meeting was closed by Saskia Hendrickx summarizing the action points and thanking the participants for their valuable contribution.

## Annex 1

### List of participants

Nr	Name	Title and Affiliation	Email address
1	Vicente Zefanias	Head of Provincial Livestock Services (SPP) Inhambane Province – Ministry of Agriculture	vicentezefanias@yahoo.com.br
2	Sónia Maciel	Senior Researcher; Agricultural Research Institute of Mozambique – Directorate for Animal Sciences (IIAM-DCA)	soniaamaci@gmail.com
3	Enoque Manhique	Researcher; Agricultural Research Institute of Mozambique – Directorate for Animal Sciences (IIAM-DCA)	manhiqueenoque@yahoo.com.br
4	Custódio Bila	Country officer, International Fund for Agricultural Development (IFAD)	c.mucavel@ifad.org
5	Paula Pimentel	Senior Agricultural Research & Technology Transfer Advisor USAID Mozambique	ppimentel@usaid.gov
6	René Celaya	Country Director CARE Mozambique	rcelaya@care.org.mz
7	Eve Dufresne	Project Manager Sustainable Effective Economic Development (SEED) CARE Mozambique	eve@carevila.org.mz
8	Siboniso Moyo	Representative for Southern Africa for the International Livestock Research Institute (ILRI)	s.moyo@cgiar.org
9	Saskia Hendrickx	Country Coordinator Mozambique for the International Livestock Research Institute (ILRI)	s.hendrickx@cgiar.org

Apologies:

10	John McMahon	Senior Agriculture Policy Advisor	jmcmahon@usaid.gov
----	--------------	-----------------------------------	--------------------

		Agriculture, Trade and Business USAID Mozambique	
11	Ilidio Hele	Head Department of Animal Production – Ministry of Agriculture	ilidiohele@gmail.com

## Agenda

# **ImGoats national steering committee meeting, June 2<sup>nd</sup>, 2011 Limpopo room, IIAM premises, Maputo (Mozambique)**

## Agenda

09.00-09.15	Opening of the meeting and introduction of the attendees
09.15-10.30	Overview of the project (including update of work to date) and discussion
10.30-10.45	Coffee/Tea break
10.45-11.30	Brainstorm on potential solutions for addressing priority issues identified by VC actors and filling knowledge gaps identified
11.30-12.00	Brainstorming on similar/related projects/initiatives which could benefit from mutual learning and, modalities for creating interactions amongst those identified
12.00-12.30	Discussion of the proposed ToR of the national steering committee including frequency of meetings and communication etc
12.30-12.45	Plans for the next meeting – Issues for discussion
12.45-13.00	Wrap up and closing