



MINISTRY OF AGRICULTURE AND FOOD SECURITY

AGRICULTURAL RESEARCH INSTITUTE OF MOZAMBIQUE (IAM)

**NATIONAL CONSULTATION WORKSHOP FOR CGIAR SITE INTEGRATION IN
MOZAMBIQUE**



DRAFT REPORT

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NATIONAL CONSULTATION WORKSHOP FOR CGIAR SITE INTEGRATION IN MOZAMBIQUE

DRAFT REPORT

1. Introduction

The Consultative Group on International Agricultural Research (CGIAR) is a global partnership established to provide science-based solutions for constraints to sustainable agriculture development with a vision to “Reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership”.

The Agricultural Research Institute of Mozambique (IIAM) is the country’s main agricultural R&D agency, whose research is complemented by that conducted in the higher education sector, where, apart from Eduardo Mondlane University (UEM), several public and private universities conduct some agricultural research (Cuamba Faculty of Agriculture of the Catholic University, the Higher School of Rural Development –ESUDER, associated with UEM).

As far as collaboration is concerned, IIAM and UEM have had a long partnership involving many collaborative projects as well as with the CGIARs, covering research on different commodities and thematic issues, but due to weak mechanisms to harmonize operations by multiple partners, there has not been assurance of duplication avoidance as well as of resource wastage.

The CGIARs in Mozambique are now proposing a second phase of research programs where, in order to better contribute to the objectives and targets set by a Strategy and Results Framework (SRF), two main features of their intervention are envisaged, namely:

- (i) increased integration across the CRPs and
- (ii) Strengthened ability to work with a wide range of partners and stakeholders to achieve key development goals.

CIP has been assigned the role of congregating the other CGIAR centers in the process of site integration as “Focal Point” in Mozambique. A Steering Committee composed by all CGIARs is operational and jointly working towards that objective.

In order to auscultate CGIAR partners, a national stakeholder consultative meeting was held and a list of invitees (Annex II), 3 actors per CGIAR, representing key value-chain stakeholders was agreed, totalizing 48 people. The meeting was held between 22 and 23 March in Maputo and followed the program attached in Annex III.

The meeting was opened by a senior representative of IIAM (Dr Anabela Zacarias, National Director – Agricultural and Natural Resources Directorate) and a senior representative of the National Directorate of Planning and International Cooperation of MASA gave an overview of national agricultural priorities and policy directives for agricultural development of Mozambique. A total of 40 (out of 48 invitees) people were able to attend the meeting (83,3% attendance rate), representing i) donors/development agencies – 3 representatives (USAID/FAO/APPISA Project); NGO’s – 1 representative, iii) IIAM scientific and management staff – 17 participants, CGIAR scientists and management staff – 16 people and CGIAR collaborators – 1 participant (Annex IV).

2. Objectives of the meeting

The national consultation meeting had the following specific objectives:

- To develop a common understanding of the challenges posed by the Agricultural Development Policies and Strategies of government of Mozambique to Agricultural Research activities;
- To map the agricultural R&D activities and sites (completed, on-going and planned) in Mozambique;
- To develop a common understanding of “site integration” and key principles to be considered in the context of Mozambique;
- To establish the roles of various stakeholders in the process of site integration;
- To develop a framework for integration

3. Presentations and discussions

As can be seen from the program (Annex V), the meeting agenda was organized covering three main stages, namely:

- a) **Opening session:** Morning of the first day, with interventions by the CGIAR focal point (on the concept of site integration) and opening remarks by a senior representative of IIAM, Thereafter, two presentations aiming at developing a common ground on Agricultural Policies and strategies were given, namely i) a presentation by IIAM, on the IIAM strategic plan and by a representative of the National Directorate of Planning and International Cooperation of MASA, on national agricultural priorities for Mozambique.
- b) **Presentations by CGIAR on “Mapping the agricultural R&D activities and sites in Mozambique” and group assignments**
 - **Presentations by CGIAR centers detailed:**
 - Where, on what (commodity/value chain level) and with whom (actors) is operating;
 - What key results (No info on actual research findings!!! Just on research topics) have been achieved so far and what is planned for future as continuation/conclusion;
 - What facilities, infrastructure and equipment do the actor own, their location
 - What is the vision of one’s activities in the coming 10 years
 - How each CGIAR/center/Actors sees Site Integration could take place.
 - **Group assignments focused on:**
 - How is CG work aligned with the national priorities
 - Gaps
 - What should be deleted

The following presentations were given:

Table I: List of papers presented on research results and transfer of agricultural technologies produced in Mozambique between 2009 and 2014.

| TOPIC | MAIN SPEAKERS |
|--|----------------------|
| Introduction on Site Integration in Mozambique | Maria Isabel Andrade |
| Operational Plan for Agricultural Development (PODA) 2015 - 2019 | Acubar Baptista |
| IIAM Strategy Plan (2011 – 2015) | Antonieta Nhamusso |

| | |
|--|----------------------|
| Overview of IITA activities in Mozambique | Canon Engoke |
| CIMMYT Southern Africa Regional Office activities in Mozambique | Isaiah Nyagumbo |
| Contribution to increased Groundnut and Pigeon pea productivity in Mozambique: Five years of working with Farmers and Partners | Moses Siambi |
| IRRI General activities and collaboration in Mozambique | Alexis Ndayragije |
| CIAT presentation on CGIAR site integration workshop | Rowland Chirwa |
| CIP Mozambique – An overview | Maria Isabel Andrade |
| ILRI presentation on CGIAR site integration workshop | Felisberto Maúte |

From the presentations, the following general findings were drawn:

- CGIAR's are operating mostly around IITA's experimental stations network;
- Most CGIAR centers operate in same locations (provinces and districts);
- Each CGIAR centre tries to collaborate with local partners on its own and using own approaches;
- Some agricultural sector strategic areas are not covered by CGIAR activities (cassava, poultry and forestry research)

- **Group assignment findings:**

c) Working group assignments on site integration, way forward and closing remarks

4. Results from the meeting

The following results were achieved at the meeting discussions

4.1. Mapping the agricultural R&D activities and sites in Mozambique

Annex VI details the information on what has been in place around the activities of the CG-Centers.

- Alignment of the CG work with the national priorities:

CGIAR's are currently working on maize, rice, wheat, potato, cattle, beans, sesame, soy beans and bananas by generating, disseminating and scaling-up improved (varietal and non-varietal) technologies. They are also building capacity (mentorship, short-long-term training and infrastructure) and some are jointly fund raising their research (proposal writing, project implementation and evaluation).

- Gaps
 - Agricultural commodity gaps: nuts, cotton, cassava, chicken, sugar and vegetables (cabbage, tomato and onion);
 - CGIAR coverage gaps: Cassava and chicken
 - CGIAR contribution gaps: Shortage of improved technology; limited capacity-building and mentoring; Changing CGIAR vs assigned country mandates; lack of joint coordination of activities and of information sharing; missing of country representation of some CGIARs in Mozambique and strangling policies; lack of human and financial resources from the NARS; lack of appropriate infrastructure and poor dissemination of generated technologies.

- Illustration of geographical regions with activities of the CGIAR centers in Mozambique, and indication of missing centers for conducting research to respond to government priority value chains (smaller font, italic).

Table 2: Current locations and commodities where the CGIARs are currently concentrating their research activities in Mozambique

| CORRIDOR /REGION | PRIORITY VALUE-CHAINS | CGIAR PRESENCE¹ |
|-------------------------|--|---|
| Pemba-Lichinga | Potato, wheat, beans, maize, soybeans, vegetables, forestry, cotton, sesame and poultry. | CIP, CYMMIT, ICRISAT, IITA, <i>ILRI, IRRI, IFPRI, ICARDA, ICRAF</i> |
| Nacala | Cassava, maize, cotton, sesame, fruit, poultry, peanuts, vegetables, cashew and forestry. | CIP, CYMMIT, ICRISAT, IITA, <i>ILRI, IFPRI, IMWI, ICARDA, ICRAF</i> |
| Zambezi valey | Rice, maize, potato, cattle, goats, vegetables, sesame, cotton and poultry. | IRRI, CIP, CYMMIT, ICRISAT, IITA, <i>ILRI, IFPRI, ICARDA</i> |
| Beira | Maize, wheat, vegetables, poultry, soybeans, rice, sesame, cattle, sugarcane and forestry. | CIP, CYMMIT, ICRISAT, IITA, <i>IFPRI, ICARDA, ICRAF</i> |
| Limpopo | Rice, vegetables, cattle and poultry. | IRRI, CYMMIT, ILRI, <i>IFPRI, IMWI, ICARDA</i> |
| Maputo | Rice, vegetables, cattle and poultry. | IRRI, CYMMIT, ILRI, <i>IFPRI, IMWI, ICARDA</i> |

- Opportunities
 - Well defined and document national priorities for agriculture policies;
 - Donors willing to support the integration of activities from the CGIARs aiming at filling the gaps within national priorities;
 - Existence of IIAM research station in different regions of the country;
 - Existence of CGIARs already operational in the country;
 - Conducive environment for research in Mozambique.
- Stakeholders to be engaged in addressing the gaps:

Table 3: Mapping of gaps relevant for CGIAR site integration in Mozambique

| EXISTING GAPS | STAKEHOLDER |
|---|--|
| Lack of coordination and information sharing | IIAM, CGIARs; Donors, relevant ministries, NGOs |
| Lack of human and financial resources from the NARS | CGIARs; Donors, universities, GOM, NGOs |
| Lack of appropriate infrastructure | CGIARs; Donors, universities, GOM, NGOs |
| Poor dissemination of generated technology | Private and Public Extension Institutions, IIAM, CGIARs, Universities, Agricultural Institutions, Seed Companies |

¹ Red font in *Italics* indicates “Missing CGIAR’s”

4.2. Working group assignments on site integration

• **REFLECTION OF GOVERNMENT ACTORS**

- **Coordination between government institutions and some CGIAR's is good, mainly with those who have regional networks but with all there is still room for improvement**

- **The following issues must be improved:**

Interaction, coordination, sharing of running costs (offices, labs, water, electricity...)

Joint planning of activities

Resource raising, results and joint publications

Joint visibility (authorship, branding)

Recognition of all partners

Sharing reports and relevant information at all levels

- **How site integration is seen by the government actors:**

CG's working in partnership with local institutions to solve problems defined locally;

Fair use and valuation of resources

Mentorship especially of young scientists

A research system that coordinates more with better quality.

- **Expected changes after 5 years of successful site integration:**

Availability of seeds

Reduction in production costs

Improved and better quality research system

- **Main expected outcomes of site integration**

Increased production and productivity (improved seeds and breeds)

Increased income of farmers

Reduced poverty

- **Proposals on how to monitor site integration:**

Periodic joint missions

Joint planning and evaluation meetings

Indicators: number of released technologies; number of staff trained; number of joint publications; mobilized resources and scientific quality.

Actors involved: CGIAR', NARS, MASA, Science and Technology, farmers

• **REFLECTION OF THE CGIAR's**

- **Coordination amongst CG's:**

Common donor supported project, ex: CIAT, ICRISAT and IITA, the USAID on-going program

☞ commodity driven program/project

Sharing of seeds and infrastructures, example of legumes varieties exchanged between CGs

- **Coordination with IIAM and other NARS:**

Infrastructure support-building, land

Germplasm exchange/joint technology development

Working but there is space for improvement

Joint planning/priority setting

Human resources support from both sides

- **What has not worked well**

Program with different donor's limited,

Disjoined plan

- # Poor communication
- # Resources sharing

- **The following issues must be improved:**

- # Joint research initiatives/ consortium under one framework among CGs, cross-cutting issues
- # Joint research initiatives/ consortium under one framework with NARS, cross-cutting issues
- # Communication – e.g. contact list to be comprehensive
- # Information and data sharing to be improved, including with other partners NARS and universities
- # Reinforce collaboration with universities – **results driven**
- # Communication
- # Funding support to CGIAR+NARS initiatives government, e.g. APPSA, PROIRRI

- **How site integration is envisioned by the CGIAR's:**

- # Geared by the complementary by exploring farming systems approach... good complementarity in terms of different crops
- # Value chain approach, e.g. complementarity on nutrition

- **Expected changes after 5 years of successful site integration:**

- # Good accountability and transparency;
- # Good coordination and communication;
- # Joint projects and sharing resources,
- # Decentralized decision making

- **Main expected outcomes of site integration**

- # Joint projects and sharing resources where IIAM is the leader
- # Efficient delivery of services to target groups
- # Good accountability and transparency
- # Good capacity development of NARS, universities
- # Funding from Government for activity implementation

- **Proposals on how to monitor site integration:**

- # Good coordination and communication
- # Indicators:
 - a. Steering committee set and active
 - b. TORs for steering committee aligned with National Plan/Priorities
 - c. At least four CGs working in partnership in NARS particular site and sharing resources
 - d. Accountability and transparency
 - e. Timely report sharing (technical and financial)
 - f. Timely feedback on issues (empower IIAM station managers), Governance
- # Who should participate
 - a. Self-monitoring by the stakeholder
 - b. Independent/external monitoring

- **REFLECTION OF DONORS**

- **Coordination between CG's and with government institutions is not seen as good. Working in silos, lack of integration and poor communication.**

- **The following issues must be improved:**

- # Room for improved coordination (between IARCs, the IARCs and NARS, PPPs) and joint planning.

- # Proposal writing, planning, alignment of priorities (be inclusive)

- # Building capacities in the NARS; access to resources; accountability

- **How site integration is seen by donors:**

- # A better use of resources, spillovers, private sector mobilization

- # Instrument for better cooperation, collaboration and sharing of resources

- **Expected changes after 5 years of successful site integration:**

- # Higher adoption rates, better agricultural services, improved input/output markets, reliability, and sustainability

- **Main expected outcomes of site integration**

- # Crop varieties plus seeds – policies, legislation, market systems, innovative partnerships (CSA, Gender)

- # Management practices – extension capacity building, input supply (CSA; Gender)

- # National research system improved (including resource mobilization, stakeholder's engagement)

- **Proposals on how to monitor site integration:**

- # Baseline information (geographic focus); agree in common indicators - CC, impact assessment (planning surveys; evaluations) – IPs by commodity? Geographical focus?

- # Information & communication (share; share; share...engage, engage, engage,)

- **REFLECTION OF NGO's**

- **The following issues must be improved:**

- # Coordination and communication not that easy (ICRISAT are based in Malawi for e.g.)

- # Cost sharing of demand creation activities (farmers need direct engagement with the CGIARs);

- # Joint implementation of field days and other capacity building activities

- # Joint planning

- # Formalization of partnerships so everyone knows what to do and be accounted for.

4.3. Way forward on site integration in Mozambique

SUGGESTED COORDINATION MECHANISMS

- **Existing coordination mechanisms:**

- # Ad-hoc meetings only when need arises

- # CGIAR's work directly with extension services

-Type of structure:

Standing/steering committee composed by 5 CGIAR's, 1 IIAM, 1 UEM and 1 Extension. In this proposal, IIAM should always be the secretariat. There should be also regional (country level) and national level steering committee structures. Some participants considered this 8-member steering committee as large and as such, difficult to be managed.

- Terms of reference for the coordination structure

Planning Process

Identify common programmes/programme building

Information sharing and identification of partners (through skype meetings, emails and meetings)

Resource sharing/ fund raising

- Role of stakeholders

Broadly: Private, NGO, Formal/Informal sector, Nutrition training partners, seed dissemination partners, IIAM, Government, Education institutions;

IIAM: Advisory role and feedback, guiding in national research agenda/priorities, facilities, participate in research and extension, facilitating operations

UEM: collaboration in research and education;

CGIAR: link with other CGs not in steering committee on developments and requirements for integration

- Stakeholder consultation and engagement mechanisms

Agricultural research platform

Stakeholder mapping

- Frequency and formats of events

Once or twice a year

Participation in Science fairs (like that of the Ministry of Science)

4.4. Results of the meeting evaluation

A meeting evaluation template was distributed to capture opinions of participants on 4 key issues: i) Key insights from the meeting, ii) What went well, iii) What did not go so well and iv) What should be improved. From the 38 expected full evaluation cards, 21 were received, totaling 52.3% response rate. Consolidated responses are presented in Annex VI.

ANNEXES

ANNEX I –

MINISTRY OF AGRICULTURE AND FOOD SECURITY

AGRICULTURAL RESEARCH INSTITUTE OF MOZAMBIQUE (IIAM)

NATIONAL CONSULTATION WORKSHOP FOR CGIAR SITE INTEGRATION IN MOZAMBIQUE

(VIP Grand Hotel), Maputo, March, 22-23, 2016

CONCEPT NOTE

INTRODUCTION AND CONTEXT

The Consultative Group on International Agricultural Research (CGIAR) is a global partnership established to provide science-based solutions for constraints to sustainable agriculture development with a vision to “Reduce poverty and hunger, improve human health and nutrition, and enhance ecosystem resilience through high-quality international agricultural research, partnership and leadership”. CGIAR strategic objectives are:

- **Food for People:** create and accelerate sustainable increases in the productivity and production of healthy food by and for the poor;
- **Environment for People:** conserve, enhance, and sustainably use natural resources and biodiversity to improve the livelihoods of the poor in response to climate change and other factors; and
- **Policies for People:** promote policy and institutional change that will stimulate agricultural growth and equity to benefit the poor, especially rural women and other disadvantaged groups.

The Agricultural Research Institute of Mozambique (IIAM) is the country’s main agricultural R&D agency, whose research is complemented by that conducted in the higher education sector, where, apart from Eduardo Mondlane University (UEM), several public and private universities conduct some agricultural research (Cuamba Faculty of Agriculture of the Catholic University, the Higher School of Rural Development –ESUDER, associated with UEM).

As far as collaboration is concerned, IIAM and UEM have had a long partnership involving many collaborative projects as well as with the CGIARs, covering research on different commodities and thematic issues, but due to weak mechanisms to harmonize operations by multiple partners, there has not been assurance of duplication avoidance as well as of resource wastage.

The CGIAR centers operating in Mozambique include the following:

- International Potato Center (CIP)
- International Livestock Research Institute (ILRI)
- International Center for Tropical Agriculture (CIAT)
- International Maize and Wheat Improvement Center (CIMMYT)
- International Crops Research Institute for the Semi-Arid Tropics (ICRISAT)
- International Institute of Tropical Agriculture (IITA) and
- International Rice Research Institute (IRRI)

Collaborations in agricultural research include:

- Royal Tropical Institute (KIT) of the Netherlands
- Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)
- Universities of Michigan and Florida (United States)
- International Institute for Fertilizer Development (IFDC)

The CGIARs in Mozambique are now proposing a second phase of research programs where, in order to better contribute to the objectives and targets set by a Strategy and Results Framework (SRF), two main features of their intervention are envisaged, namely:

- (iii) increased integration across the CRPs and
- (iv) strengthened ability to work with a wide range of partners and stakeholders to achieve key development goals.

To improve coordination and collaboration between all relevant actors, “site integration” is to be implemented in Mozambique, one of the 20 countries selected worldwide at this stage.

STEPS TAKEN SO FAR

A CGIAR center (CIP) has been assigned the role of “Focal Point” for site integration in Mozambique and a Steering Committee composed by all CGIARs is operational and jointly working towards Site Integration.

OBJECTIVES OF THE WORKSHOP

Overall objective

Contribute towards improved coordination and collaboration between relevant agricultural R&D actors in achieving Mozambique key development goals.

Specific objectives:

In close consultation between relevant stakeholders, the workshop will specifically envisage to:

- Develop a common understanding of the challenges posed by the Agricultural Development Policies and Strategies of government of Mozambique to Agricultural Research activities;
- Map the agricultural R&D activities and sites (completed, on-going and planned) in Mozambique;
- Develop a common understanding of “site integration” and key principles to be considered in the context of Mozambique;
- Establish the roles of various stakeholders in the process of site integration;
- Develop a framework for integration

Armed with the valuable information to be gathered at the workshop, the Mozambique CGIAR Research Plans will be developed, reflecting increased integration amongst the CGIARs and better collaboration between them and their partners.

The meeting will be opened by a senior representative of IIAM and participation by senior representatives of the key stakeholders to be invited is expected.

EXPECTED RESULTS

Considering the goals set by the agricultural development policy of Mozambique, it is expected as result of the workshop that very clear recommendations will be given regarding the following issues around Site Integration in Mozambique:

- ✓ Clear understanding of Mozambique agricultural development policies and priorities for crops, forestry and livestock and natural resources subsectors
- ✓ Establishment and operationalization mechanisms for stakeholder dialogue, engagement and collaboration in implementing the CRPs;
- ✓ Collective effort in meeting the goals and targets of the Strategy Results Framework (SRF)
- ✓ Alignment mechanisms between CGIAR research activities and clear roles of each CGIAR/Center in the process;
- ✓ Mechanisms for sharing use of CGIAR/Centers research sites, facilities and equipment, as well as more efficient and effectiveness use of staff
- ✓ Promotion of policy engagement
- ✓ Establishment and operationalization mechanisms for collaboration of CGIAR and national programs (NARES-National Agricultural Research and Extension System)
- ✓ Capacity building for sustainability of work initiated by the CG centers

STRUCTURE OF THE WORKSHOP

The meeting agenda will be organized as follows:

FIRST DAY (Full day)

- **Opening session:** partial morning. Includes the lead center representative of the CGIAR and the representative of IIAM
- **Developing a common ground on Agricultural Policies and Strategies:** Four presentations to give an overview of the Mozambique Agricultural Development Policy environment (being the main by the National Directorate of Planning and International Cooperation, followed by subsidies by the Agriculture and forestry, Agricultural Extension and the Veterinary Services Directorates). Such presentations shall provide concrete metric indicators for which agricultural research is supposed to contribute. IIAM will be expected to give a strategic direction to support government plans by presenting its Strategy. This set of presentations will help the CGIAR’s to look at entry points to contribute towards meeting the country’s development priorities
- **Mapping the agricultural R&D activities and sites in Mozambique:** A snapshot for sharing which stakeholders are operating where, on what (commodity/value chain level) and with whom (actors) will be given by CGIAR, centers and other relevant actors. Key results and plans for future developments will also be expected. Presentations must also include reference to facilities, infrastructure and equipment each actor has and their location, what is the vision of each one’s activities in the coming 10 years and how each CGIAR/center sees Site

Integration could take place. Stakeholders, apart from the CGIAR, will include national entities (other than the ones from MASA indicated above); private sector; NGO's, Consumer representatives, etc.

SECOND DAY (Half day)

Working groups to propose concrete mechanisms for coordination:

- Coordination mechanisms within the CGIAR/centers, to align their activities and keep them aligned over time. Roles for each actor in site integration. Frequency of meetings.
- Consultative mechanisms between CRP's and their stakeholders, including beneficiary groups:
 - # Partners: government, NGO's, farmer organizations, industry...
 - # Consumers: Represented by large retailer shops (Shoprite, SPAR, extra supermarkets, etc)
- How regular dialogue will be undertaken and how the engagement will be achieved.

TOPICS FOR THE 5-7 SLIDE PRESENTATIONS (Maximum. 10-minutes)

1. PRESENTATIONS BY NATIONAL DIRECTORATES OF MASA (Planning and International Cooperation, Agriculture & Forestry, Agricultural Extension and Veterinary Services)

- Development priorities for the subsector with metric indicators according to PEDSA/PNISA for the next 5-10 years
- Where Agricultural research and technology transfer is expected to play a role

2. PRESENTATION BY THE AGRICULTURAL RESEARCH INSTITUTE OF MOZAMBIQUE

- Summary of the IIAM strategy plan;
- Any specific research plans to be implemented for meeting PEDSA/PNISA indicators

3. PRESENTATIONS BY THE CGIAR, CENTERS AND RELEVANT ACTORS

Share information on:

- Where, on what (commodity/value chain level) and with whom (actors) is operating;
- What key results (No info on actual research findings!!! Just on research topics) have been achieved so far and what is planned for future as continuation/conclusion;
- What facilities, infrastructure and equipment do the actor own, their location
- What is the vision of one's activities in the coming 10 years
- How each CGIAR/center/Actors sees Site Integration could take place.

ANNEX II

NATIONAL CONSULTATION WORKSHOP FOR CGIAR SITE INTEGRATION IN MOZAMBIQUE LIST OF INVITEES

| | SURNAME | FIRST NAME | GENDER | ORGANISATION | EMAIL | TELEPHONE | INVITED BY |
|---|--------------|--------------|--------|------------------------------------|--|-------------------|------------|
| 1 | Amane | Manuel | M | IIAM/DARN | mivamane@gmail.com | +258 823 038 760 | CIAT |
| 2 | Gifford | Kevin | M | Phoenix Seeds | phoenix@tdm.co.mz | +258 826 867 529 | CIAT |
| 3 | Buato Ayoade | Ruth | F | FAO, Nutrition Advisor | Ruth.ButaoAyoade@fao.org | | CIAT |
| 4 | Zhou | Emmerson | M | Beira Agricultural Growth Corridor | ezhou@beiracorridor.org | +258 845 034 187 | CIAT |
| 5 | Rowland | Chirwa | M | CIAT, SABRN | R.Chirwa@cgiar.org | 00265 999 962 851 | CIAT |
| 6 | Bacicolo | Manuel Cesar | M | Seed Lab Chimoio | maceba2010@gmail.com | 00265 999 969 964 | CIAT |
| 7 | Penicela | Luísa | F | IIAM/DARN | l_penicela@yahoo.com | 00258 828 918 060 | CIAT |
| | | | | | | | |
| 1 | Nyagumbo | Isaiah | | CIMMYT | i.nyagumbo@cgiar.org | +263772 238 284 | CIMMYT |
| 2 | Fato | Pedro | M | IIAM/DARN | fatopedro@hotmail.com | | CIMMYT |
| | | | | | | | |
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| 2 | Engoke | Canon | M | IITA | C.Engoke@cgiar.org | | IITA |
| | | | | | | | |
| 1 | Maute | Felisberto | M | ILRI | f.maute@cgiar.org | | ILRI |
| 2 | Faftine | Olga | F | IIAM/DCA | faftine@yahoo.com | | ILRI |
| 3 | Gomo | Morgan | M | SNV (Moçambique) | mgomo@snvworld.org | | ILRI |
| | | | | | | | |
| 1 | Ndayiragije | Alexis | M | IRRI | a.ndayiragije@irri.org | | IRRI |
| 2 | Zandamela | Carlos | M | IRRI | carloszandamela@gmail.com | | IRRI |
| 3 | Matsinhe | Arlindo | M | IRRI | | | IRRI |
| 4 | Bila | Aniceto | M | World Bank | | | IRRI |
| 5 | Nhone | Eugénio | M | PROIRRI | | | IRRI |
| | | | | | | | |
| | SURNAME | FIRST NAME | GENDER | ORGANISATION | EMAIL | TELEPHONE | INVITED |

| | | | | | | | BY |
|---|-----------------|-------------------|---------------|----------------------|--|------------------|-------------------|
| 6 | Mutambe | João | M | Inácio de Sousa, Lda | | | IRRI |
| 1 | Andrade | Maria | F | CIP | M.Andrade@cgiar.org | | CIP |
| 2 | Zano | Filipe | M | CIP | F.Zano@cgiar.org | | CIP |
| 3 | Rakotoarisoa | Benjamin | M | CIP | B.Rakotoarisoa@cgiar.org | | CIP |
| 4 | Brouwer | Anthony | M | CIP | R.Brouwer@cgiar.org | | CIP |
| 5 | Domingos | Leonor | F | USAID | ldomingos@usaid.gov | | CIP |
| 6 | Vicente | Palmira | F | IRISH AID | palmira.vicente@dfa.ie | | CIP |
| 7 | Naico | Abdul | M | CIP | | | CIP |
| 8 | Zacarias | Anabela | F | IIAM/DARN | | | CIP |
| 9 | Santos | Luísa | F | FAEF/UEM | | | CIP |
| 1 | Siambi | Moses | M | ICRISAT | m.siambi@cgiar.org | | ICRISAT |
| 2 | Murendo | Conrad | M | ICRISAT | c.murendo@cgiar.org | | ICRISAT |
| 3 | Madzonga | Oswin | M | ICRISAT | o.madzonga@cgiar.org | | ICRISAT |
| 4 | Uaiene | Rafael | M | MSU | uaienera@anr.msu.edu | | ICRISAT |
| 5 | Malita | Carlos | M | INNOVAGRO | | | ICRISAT |
| 6 | ?????? | ??? | ? | ORUWERA Seed Company | | | ICRISAT |
| 1 | Nhamusso | Antonieta | F | IIAM/DCA | | | CGIAR |
| 2 | Baptista | Acubar | M | DNPCI/MASA | | | CGIAR |
| 3 | Menezes | Carla | F | IIAM/DCA | | | CGIAR |
| 4 | Cala | Aida | F | IIAM/DCA | | | CGIAR |
| 5 | Das Felicidades | Alcino | M | IIAM/DFD TT | | | CGIAR |
| | SURNAME | FIRST NAME | GENDER | ORGANISATION | EMAIL | TELEPHONE | INVITED BY |
| 6 | Filimone | Carlos | M | IIAM/DFD TT | | | CGIAR |

| | | | | | | | |
|----|----------|-----------|---|----------------|--|--|-------|
| 7 | Uamba | Silvino | M | IIAM/DPAF | | | CGIAR |
| 8 | Madubula | Frederico | M | IIAM/DARN | | | CGIAR |
| 9 | Cambula | Alice | F | IIAM/DFDIT | | | CGIAR |
| 10 | Chamba | Esperança | F | IIAM/DG Office | | | CGIAR |
| 11 | Aline | Suzie | F | PARTI | | | CGIAR |
| 12 | Souza | Irene | F | Trilateral | | | CGIAR |
| | | | | | | | |

ANNEX III
AGRICULTURAL RESEARCH INSTITUTE OF MOZAMBIQUE
NATIONAL CONSULTATION WORKSHOP FOR CGIAR SITE INTEGRATION IN MOZAMBIQUE
VIP Grand Hotel, Maputo, March, 22-23, 2016

AGENDA

| First day - Tuesday 22 March 2016 | | |
|--|--|----------------------|
| TIME | SESSION | RESPONSIBLE |
| 08:30 – 09:00 | Participant´s registration | Secretariat |
| | Opening session | |
| 09:05 – 09:30 | Welcome, participants introductions, Introduction to the meeting program and to the day | Facilitators |
| | Introductory note by the CGIAR Group Coordinator in Mozambique | Maria Isabel Andrade |
| | Opening remarks by the representative of IIAM | IIAM representative |
| | Current context of agricultural development policies and strategies in Mozambique | Facilitators |
| 09:30 – 10:30 | Context of the Agricultural Development Policy Mozambique (PEDSA/PODA) | Acubar Baptista |
| | Strategic Plan of the Agricultural Research Institute of Mozambique | Antonieta Nhamusso |
| | Plenary discussion | |
| | Group Discussions (Buzz groups) What are the key national priorities for agriculture development in Mozambique? Which key national priority areas should the CGIAR centers contribute towards? What opportunities exist for dealing with the different challenges? Which stakeholders should be involved in dealing with each of the challenges? | Facilitators |
| 10:30 – 11:00 | Coffee break | Secretariat |
| 11:00 – 11:00 | Mapping of activities and sites of agricultural R & D in Mozambique | |
| | This should start with presentation by different centers on their work addressing the following? What are your key areas of focus? Which challenges are you addressing? Which stakeholders do you work with? Where are you working? | CGIAR |
| | Questions and answers | Facilitators |
| 13:00 – 14:00 | Lunch break | Secretariat |
| 14:00 – 15:30 | Mapping of activities and sites of agricultural R & D in Mozambique | CGIAR |

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| | Questions and answers | Facilitators |
| | How is CG work aligned with the national priorities? What are the gaps? What should be deleted? | |
| 15:30 | Coffee Day 1 End | Secretariat |

Second day - Wednesday 23 March 2016

| HORA | SESSION | RESPONSIBLE |
|----------------------|--|-------------------------|
| 08:00 – 08:30 | Participant's registration | Secretariat |
| | Recap of day 1 | |
| | Site integration presentation could come here | |
| 08:30 – 10:30 | Working group assignments on site integration | Facilitators |
| | Group work on Integration: groups to be divided by their respective key areas e.g. donors, research, NGOs, Private Sector, CGIAR Tasks: Task 1: Critical review of current CGIAR partnerships in Malawi <ul style="list-style-type: none"> • How are the current partnerships with the CGIAR? • What has worked well in terms of partnerships with the CGIAR previously? • What has not worked well with partnerships with CGIAR and research? • What should be done to improve the partnerships? Task 2: Envisioning the future <ul style="list-style-type: none"> • What does ideal site integration look like? What do you want to see from site integration? • What type of partnerships do you envision with the CGIAR? • If we are successful with site integration, what would have changed (both in the short term e.g. 5years and long term?) • What key outcomes should CGIAR and partners deliver? Task 3: Monitoring site integration progress <ul style="list-style-type: none"> • How will we monitor progress towards site integration? • What indicators will we monitor? • Who should be involved in the monitoring process? | |
| | Plenary presentations and discussions | |
| | Coordination mechanisms within the CGIAR / centers to align their activities and keep them aligned in time. Roles of each actor in local integration. Frequency of meetings; Coordination, consultation and | All participants |

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| | engagement mechanisms between CGIAR and stakeholders. | |
| 10:30 – 11:00 | Workshop Evaluation <ul style="list-style-type: none"> • What key insights did you gain? • What went well? • What did not go well? • What should be improved in future? | Secretariat |
| 11:00 – 13:30 | Way forward | Facilitators |
| 13:30 – 13:45 | Final remarks and closure of the meeting | CGIAR and IIAM representatives |
| 13:45 – 14:30 | Lunch and departures | Secretariat |

ANNEX IV
NATIONAL CONSULTATION WORKSHOP FOR CGIAR SITE
INTEGRATION IN MOZAMBIQUE
LIST OF PARTICIPANTS

| Nr | NAME | ORGANIZATION | E-MAIL | TELEPHONE | SIGNATURE |
|-----------|-----------------------|----------------------|--|------------------|------------------|
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ANNEX V

CURRENT MAPPING OF CGIAR CENTRES IN MOZAMBIQUE

| CIGIAR | OPERATION SITES | FOCUS COMMODITY / AREA | COLLABORATIVE ACTORS | KEY RESULTS | FACILITIES, INFRASTRUCTURE AND EQUIPMENT | VISION OF FUTURE ACTIVITIES | SUGGESTIONS FOR SITE INTEGRATION | |
|---------------|---|---|---|--|---|---|---|--|
| CIAT | -Gaza (Chokwe) -Maputo (Umbeluzi) -Manica (Sussundenga) Tete (Mtengo Umodzi) -Zambézia (Gurue) -Niassa (Lichinga) | -Bean Variety Development and testing; -Bean Production Technology Development and testing -Seed systems development -Nutrition | -IIAM -SDAE's -SDC -McKnight Foundation -USAID – Pen State University -APPSA -Beira Corridor -Private sector -FAO | | | | -Innovative seed systems: harmonized-efficient and sustainable delivery of quality seed -Soil characterization and geo-referencing (mapping), building on AfSIS facility: Harmonized understanding of the soils in the intervention sites -Nutrition: Dealing with food basket approaches -Innovative participatory research approaches: Engaging clients in technology development at early stages to capture their preferences | -Collaboration in working with the same site (district) partners(e.g. CIAT, ICRISAT, IITA and CIMMYT-SIMLESA work with common partners |
| CIMMYT | -Nampula -Zambezia -Manica -Tete -Sofala -Maputo and -Gaza. | Maize based systems: -Agronomy, breeding, mechanization and socioeconomics: -Conservation Agriculture, soil fertility management; drought tolerant maize varieties; -Pro-Vitamin Orange maize; Quality protein maize; Hybrid maize. | -IIAM (All provinces); -Extension services SDAE (all provinces); -Angonia (Total Land Care) Manica (ADEM; UCAMA; IFDC; Harvest Plus, IFPRI), etc. | -Increased release of drought and nitrogen stress tolerant maize varieties; -Generation and adaptation of agro-ecology and farming system targeted sustainable intensification technologies. -Increased emphasis on up-scaling and adoption of available technologies by small holder (improved maize varieties). -Creation of a data base for learning on how smallholder farmers adopt new improved technologies and how private sector (Agro-dealers and seed companies) can be used in agricultural development; -Policy direction for countries and regional integration in SSA e.g. seed harmonization policy, grain market etc. | -Equipped laboratories; -Seed handling facilities; -Vehicles. | - CIMMYT to be in the center of generating new innovative methods to promote and increase demand of new improved varieties. - CIMMYT to spearhead new digital and mobile interaction with smallholder farmers, providing them with necessary information on new varieties and agronomic practices; farmers to provide important information on different traits they would like in the maize varieties. -Development of multi-stakeholder platforms to allow farmers increase use of improved germplasm, agronomy and access to markets; -Improved targeting of technologies to suit agro-ecologies, farming systems and local biophysical factors | -Improved accountability to NARS stakeholders; -Improved and focused research investments through shared outputs from diagnostic studies; -Better platforms or fora for sharing achievements in overcoming challenges; -Strategic alignment of CG interventions to government policies and objectives; -Joint initiatives across CGs by developing and establishing mechanisms for collaboration; -Integration of activities at district and national levels through collaborative or joint research in line with national priorities. | |

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| | | | | | | through remote sensing platforms. | |
| CIP | <p>-Niassa (Lago, Sanga, Muembe, Chimbunila, Lichinga, Mandimba, Cuamba and Mecanhelas)</p> <p>-Tete (Angónia)</p> <p>-Maputo corridor (Boane, Namaacha, Matutuine, Marracuene, Manhica and Maputo)</p> <p>-Beira corridor (Báruè, Manica, Vanduzi, Sussudenga, Chimoio, Macate, Gondola, Nhamatanda, Dondo and Beira city)</p> <p>Zambezia (Gurue, Alto-Molocue Mocuba)</p> <p>Nampula ((Murrupula, Malema, Mecuburi, Rapale, Mogovolas, Monapoand Meconta)</p> <p>Gaza (Chokwe)</p> <p>Gurue, Chokwe and Umbeuzi</p> | <p>Sweet potato-based systems:</p> <p>-Germplasm selection</p> <p>-Seed production and dissemination (to small holders and large-scale farmers)</p> <p>-Nutrition;</p> <p>-Marketing and</p> <p>-Processing</p> <p>SDAEs</p> <p>SDSMAS</p> <p>SETSAN</p> <p>IIAM-CZnd</p> <p>SDAEs</p> <p>SDSMAS</p> <p>SETSAN</p> <p>IIAM</p> | <p>-IIAM</p> <p>-Progresso</p> <p>-Diocese of Lichinga</p> <p>-NGO's: UCA, ADPP,</p> <p>SDAEs</p> <p>-SETSAN</p> <p>-Bakeries</p> | <p>-5 varieties widely disseminated;</p> <p>-Decentralized vine multiplication</p> <p>-Orange fleshed sweet potato processing, increased, improving f access to vitamin A by beneficiaries.</p> <p>-Studies on vine retention</p> <p>-On-farm comparison of the behavior of Orange Fleshed Sweet Potato with best local White Fleshed Sweet Potato varieties in Manica and Sofala (root and leaf taste, and productivity)</p> <p>-Intercropping trials</p> <p>-Fertilizer trials and manure trials</p> <p>-Taste testing of juice</p> <p>- 15 varieties widely disseminated</p> <p>- Decentralized vine multipliers</p> <p>- OFSP agro-processing</p> <p>- Market study survey</p> <p>- Breeding sites</p> | <p>- 2 offices;</p> <p>-2 vehicles</p> <p>-2 motorcycles</p> <p>-6 water pumps</p> <p>-27 net tunnels</p> <p>-In vitro culture room for potato</p> <p>- 1 quality lab</p> <p>-1 screen house for multiplication from IVC, fields at IIAM</p> <p>-Sweet potato processing equipment</p> <p>-Green house at IIAM CZnd for vine multiplication</p> <p>- 27 net tunnels</p> <p>- 6 small irrigation kits</p> <p>15 screen houses, Tissue culture lab, quality lab</p> | <p>-Expansion to other districts in Niassa province</p> <p>-Expansion to Cabo Delgado province</p> <p>-More holistic and systemic approach at the various nodes of the sweet potato value chain (farming, trading/marketing, processing, consumption);</p> <p>-Dietary training beyond sweet potato isolation and rather exploring linkage opportunities with other value chains (soy, beans, maize, rice, etc);</p> <p>-Promotion of sweet potato processing and marketing as an alternative to Irish potato</p> <p>- All Nampula and Zambezia districts grow OFSP by end of 2020.</p> <p>- CIP projects should integrate nutrition staff in their recruitment plans</p> | <p>-Better coordination</p> <p>-Shared use of resources</p> <p>-Joint planning</p> <p>- Rotate the venues of site integration meetings based on where the CGIARs are based</p> |
| ICRISAT | <p>-Zambézia (Gurue, Alto-Molocue and Mocuba)</p> <p>-Nampula (Murrupula, Malema, Ribaua, Rapale, Angoche and Meconta)</p> <p>-Tete (Angónia, Tsangano and</p> | <p>Pigeon pea and groundnut based systems:</p> <p>-Release of groundnut varieties;</p> | | <p>-New (long and medium duration) pigeon pea varieties released;</p> <p>-Groundnut and pigeon pea breeder seed made available</p> | | <p>-Strong partnerships for up-scaling of the new varieties to increase productivity</p> <p>-More research to increase the range of adapted varieties considering present and future climatic variability</p> <p>-Increase seed availability of</p> | |

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| | Macanga Manica (Bárue and Gondola) | | | | | resilient crop varieties such as medium duration pigeon pea varieties - Establish platforms for knowledge and information sharing -Create market opportunities for raw and processed resilient crop products | |
| IFPRI | - Zambezia (Alto Molocue, Molumbo, Mopeia, Morrumbala) - Tete (Mutara) - Sofala (Maringue, Chemba) - Most programs and studies are nation-wide - Multiple programs and studies cover other countries in Africa in addition to Mozambique | -Impact of Agricultural public investments -Agricultural public expenditures (CAADP target) -Agricultural investment plan (PNISA) - Nutrition - Irrigation -Agricultural extension network -Sustainable land management -Agricultural Joint Sector Review (JSR) -Access to markets -Soy bean, pigeon pea and maize. -Seasonal weather forecasts -Community land titling -Irrigation systems -Monitoring and | - MSU - MASA (MINAG) - FAO-ESP - World Bank - USAID - PNISA - INOVAGRO - SDC - Helen Keller International – Africa | - Lessons from agricultural extension experiment study to inform other projects in Mozambique. - Research on engendering agricultural research, development and extension contributed to integrating gender-based scientific solutions for the UN SDGs - Harvest Choice’s work on strategic investment choices in agricultural technology development and adoption was listed as one of the "Success Stories" facilitating access to CGIAR's research data. The project, provided datasets and analyses on technology adoption | | - Close knowledge gaps on key issues on the function of and access to markets and institutions in the agricultural sector - To understand better the drivers and impacts of public investments in agriculture and to work towards aligning the investment priorities of the government according to findings - To understand how to make rural public service delivery contribute to the sustainability, efficiency and capacity to reduce hunger and poverty of the agricultural sector - Identify mechanisms that can improve accountability, transparency and governance to make public investments more responsive to the needs of the poor. - To provide stakeholders, including the government, NGOs, partners and donors with scientifically sound evidence regarding key areas and focuses. - Strengthen local technical capacity – both in the private and public sector - To generate empirical evidence of the impact of development programs that are under implementation or are planned to be implemented in | Coordinate with other CGIAR centers to enable respective research agendas to inform each other Have ongoing and efficient format of information exchange between centers on Mozambique based research; do so more intensively in areas where project level mutual interest and benefit in coordination is identified Initiate exploratory discussions with IRRI regarding IFPRI’s irrigation research for rice farmers. |

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| | | <p>governance</p> <ul style="list-style-type: none"> -Land tenure rights -Crop marketing behavior -Maize, and cash crops -Land, water and energy productivity -Technology adoption -Social accounting matrixes (SAM) -Maternal and child nutrition -Monitoring and evaluation -Market distortion of fertilizer markets | | | | <p>Mozambique to contribute to and promote evidence driven debate about how to reduce poverty in the country.</p> <ul style="list-style-type: none"> - Identify ways on how land governance and community land tenure can be improved for higher agricultural productivity and welfare of poor smallholders - Analyse farm size dynamics - Understand urban-rural linkages as part of the country's structural transformation | |
| IITA | <ul style="list-style-type: none"> -Manica (Bárue, Gondola, Manica and Sussundenga) -Nampula (Angoche, Malema, Meconta, Mogovolas, Monapo, Murrupula, Rapale and Ribaue) -Tete (Angónia, Macanga and Tsangano) -Zambézia (Alto Molócue, Gurue and Mocuba) | <ul style="list-style-type: none"> -Soy bean, cow pea and sesame systems -Seed production and dissemination | <ul style="list-style-type: none"> -IIAM and MASA -Farmers Associations -NGOs and CBOs: IKURU, Techno serve, CLUSA etc. -Private sector: Seed companies and seed producers -Others: IFDC, TLL III, INOVAGRO -Local and Foreign Universities | | | <ul style="list-style-type: none"> -Consolidation of gains and scale out results; -Massive dissemination campaigns -More partnerships for wider reach eg CARE -Addressing emerging research issues (climate change) | |
| ILRI | <p>Semi -arid zones of Mozambique: - Southern (Maputo, Gaza and Inhambane provinces) and Central (Tete</p> | <ul style="list-style-type: none"> -Cattle and goat value chain development, with emphasis on Innovation Platforms and market | <ul style="list-style-type: none"> -IIAM -DNSV -Veterinary Faculty of UEM -Provincial livestock | <ul style="list-style-type: none"> -Improved stakeholder coordination, including NGO's such as OXFAM, CARE and SNV: -Innovation platforms at district | | <ul style="list-style-type: none"> -Implementation of PROSUL-Red Meat Value-chain Project (2014 -2019) - Expand research activities towards Crops-Livestock | <ul style="list-style-type: none"> -Joint projects with other CGIAR centers to work on crop livestock integration - More systems approach work -Possible work feeding i.e. for pigs |

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| | province) regions of Mozambique | development with enabling technologies | services -SDAE and -NGO's (CARE, SNV, OXFAM) | level; -Established a National Livestock Forum at central level. - Improved the capacity development of partners -Improved animal husbandry management in Southern and Central regions) *Feeding (Cattle and small ruminants) *Health (Cattle and small ruminants), *Housing (Goats). | | Integration in Manica Province. -Involvement in implementation of the Belgian Technical Cooperation project for central Mozambique. -Follow up of learning from ILRI's project in Swaziland on beef fattening | - collaboration with CIP (sweet potatoes) and IITA (cassava) |
| IRRI | -Maputo (Umbeluzi, Matituine) -Gaza (Chokwe, Xai-Xai) -Sofala (Buzi, Caia and Chemba) and - Zambezia (Nicoadala, Mopeia, Luabo and Morrumbala) | Rice based systems: -Breeding, agronomy, mechanization and post-harvest; -Breeder seed production | -Palmeira Rice Mill; - Faculty of Agronomy (UEM); -IIAM -DNEA -CEPAGRI -FDA -PROIRRI and -DINAS | -4 rice varieties released -Breeding, breeder and foundation seed produced; -Community-based seed production and delivery supported | a) Umbeluzi: -Warehouse; -Tractor with implements -Hand tractor with implements -Mechanical seeder -Thresher b) Chokwe -Warehouse -Hand tractor with implements | -Collaborative research partnership and strengthening of national agricultural research and extension (NARES) | -Clustering activities at regional level with each partner offering a comparative advantage contribution (and eventually take lead in that aspect); -Joint planning and resources sharing at all levels |
| IWMI/ ReSAKSS | Maputo | Country SAKSS focusing on policy analysis, capacity building and knowledge management | MSU, USAID, IFPRI | Expect to build capacity in the area of agricultural policy analysis, Entrench e-Atlases in Mozambique, Generate key Annual trends and outlook reports JSRs and New Alliance cooperative Framework tracking | Office at the the Ministry of Agriculture | Continue trainings to build capacity in the area of agricultural policy analysis, Expand coverage of e-Atlases in Mozambique, Continue generating key Annual trends and outlook reports for the agricultural sector Facilitating JSRs and New Alliance cooperative Framework tracking, etc | |

ANNEX VI

SUMMARY FINDINGS REPORT OF THE MEETING EVALUATION

| KEY INSIGHTS | WHAT WENT WELL | WHAT DID NOT GO SO WELL | WHAT TO IMPROVE |
|--|---|--|--|
| <p>Understanding concept of "site integration"</p> <p>Learning on the attributes and shortfalls of the partnership IIAM/CGIAR</p> <p>Learning about CGIAR/CRP activities and geographical locations where they operate</p> <p>Understanding on the need to improve partnership links with site integration</p> <p>Understanding of the benefits of site integration</p> <p>Understanding of the joint work IIAM/CGIARs in different areas of Mozambique, in zone research centers and in the development corridors</p> <p>Good event to be attended by planners</p> <p>Understanding on how site integration could help deliver national agricultural development priorities</p> <p>Understanding that "site integration" is a good approach that should be implemented</p> <p>Understanding that collaboration has been mono-directional: From the CGIAR to IIAM</p> <p>Understanding that collaboration, coordination and joint planning between CGIARs and the NARs must be improved</p> <p>Understanding of the "site integration" process as promoter of interaction, learning from each other and research coordination</p> <p>Understanding on ways to maximize use of scarce resources for better research impact through "site integration"</p> <p>Understanding of the already on-going cooperation efforts in agricultural research</p> | <p>Adequate timing</p> <p>Overall program was good in terms of coverage</p> <p>Good facilitation</p> <p>The selected topics for discussion were good</p> <p>The facilitation process was good</p> <p>Active participation of meeting participants</p> <p>Clear objectives of the meeting and focused discussions</p> <p>Good logistics</p> <p>Good and relevant contents to IIAM and stakeholders</p> <p>Open discussions by participants</p> <p>Clear presentations</p> <p>Good interaction</p> <p>Good organization</p> <p>Plenary discussions very well organized</p> <p>Was productive</p> <p>Methods were energizing and participatory</p> | <p>Facilitation tasks disconnected with workshop objectives; difficult to provide feedback</p> <p>Time wastage with dancing penalties</p> <p>Seems the exercise is at a theoretic level</p> <p>Meeting program for day two</p> <p>Lack of rapporteurs during the workshop</p> <p>Invitations and communication on the workshop reached participants very late</p> <p>Different views of the objectives of the meeting at start, slowly overcame after presentations</p> <p>Poor representation from NGO's and donors (only one participated each).</p> <p>Local universities not represented</p> | <p>Facilitation questions should be clearer</p> <p>Reduce time wastage with dancing penalties</p> <p>Organization of the workshop needed to improve. Most participants complain having received the invitation at a very short notice</p> <p>Need to keep the workshop to 1 or 1.5 days, to get more from participants</p> <p>Average day load should not exceed 5 to 6 hours to ensure participants are focused</p> <p>List of participants should be circulated for easier future communication</p> <p>Active and well-functioning steering committee</p> <p>More researchers and other actors should be involved in this kind of meetings</p> <p>Workshop program and timing should be better dimensioned</p> <p>Facilitators should have a stronger role in extracting and deepening the discussions</p> <p>Facilitator's feedback on presentations/contributions should go beyond mere process facilitation</p> <p>All relevant documents for the meeting to be previously shared with participants. Not only limited to the Concept note (e.g. info on site integration in other countries; government policies, etc)</p> <p>Budget support to the integration process</p> <p>Site integration should have a secretariat</p> |

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| <p>Learning on different on-going activities being implemented by different partners</p> <p>Good overview of the government goals, plans and priorities</p> | <p>Well organized and prepared</p> <p>Good discussions</p> <p>Selected venue was good</p> <p>Working groups were very dynamic</p> <p>Participants interaction was good</p> <p>Well-structured and comprehensive "Concept Note"</p> <p>Participants interaction was good</p> <p>Facilitation and moderation were good</p> <p>Very active audience showing a deep knowledge of the on-going activities, gaps, challenges and opportunities</p> <p>Good Portuguese/English translation</p> | | |
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