

SECTION V. TERMS OF REFERENCE (TOR)

Consultancy Services for the ZCAP Grant Manager – Agriculture Sector

A. INTRODUCTION

The Millennium Challenge Corporation (MCC) is a U.S. Government corporation formed to help low-income and low-middle-income countries reduce poverty, gender inequality and social exclusion, through the promotion of sustainable economic growth. MCC operates on the principle that aid is most effective when it strengthens good governance, economic freedom and investments in people. MCC awards multi-year grants known as “Compacts” to partner countries that meet its selection criteria and propose programs that address their constraints to economic growth. Once developed and agreed upon, MCC compacts must be implemented by those partner countries within terms of not more than five years.

MCC and the Government of the Republic of Mozambique (GRM) began the development of a second compact in December 2019. In February 2020, MCC and the GRM convened the Constraints Analysis Panel (CAP), comprised of experts on the Mozambican economy and began the process of identifying and prioritizing binding constraints to economic growth, primarily through the use of the Hausmann-Rodrik Velasco (HRV) methodology. Concurrently, MCC engaged external support to conduct a Private Sector Opportunity Analysis (PSOA), which identifies high potential growth industries (HPGI) and, similarly to the HRV, seeks to identify the issues that most constrain private investment within these industries. In addition, MCC employed the Constraints to Women’s Economic Participation (CWEP) framework, aligned with the HRV model, to examine barriers to women’s ability to access employment and entrepreneurship opportunities. This foundational work culminated in the presentation and validation of the Mozambique Constraints Analysis, approved by MCC’s CEO on November 11, 2020.

At the conclusion of this process, MCC summarized three binding constraints to growth as follows: 1) Poor agricultural policy, legal and regulatory framework, and implementation of the existing framework, which inhibit the equitable and efficient functioning of input markets, vertical coordination of value-chains, and input and output market competitiveness; 2) Poor and climate vulnerable secondary and tertiary road infrastructure and low freight transport market competitiveness which further inhibits input and output market development and access to basic public services; and 3) High crime and violence impose very large costs on firms.

On the 21st of September 2023, MCC and the Government of Mozambique signed the Mozambique Connectivity and Coastal Resilience Compact. With \$500 million from MCC and \$37.5 million from the Government of Mozambique, the 5-year Compact, to be implemented by the Millennium Challenge Account (MCA), is composed of the following three projects:

Connectivity and Rural Transport Project (CTR)

The CTR Project seeks to reduce the cost of transport by enhancing the quality and climate resilience of major routes in Zambezia by improving roads and bridges and reducing deferred maintenance, thereby increasing access for the rural population to district capitals, main

markets, and social services (e.g., schools and health clinics) in the larger cities via the arterial road network. The project will prioritize improvements to the sustainability and efficiency of road maintenance and it will address barriers restricting women's mobility in Zambezia, such as gender-based violence, lack of income-generating opportunities, and restricted opportunities for women and communities to participate in transport decision-making and governance structures.

Coastal Livelihoods and Climate Resilience (CLCR)

The CLCR Project seeks to increase ecosystem productivity driven by both sustainable increases in the value added to fish and shellfish harvests and through non-extractive benefits from sustainable ecosystems, such as carbon credits and coastal protection benefits, by addressing the problems caused by long-term ecosystem degradation, loss of fisheries as a critical component of the local economy, and susceptibility to extreme weather events. The project leverages nature-based and youth/gender-inclusive solutions to restore coastal ecosystems and their functions—enhancing protection from extreme climate events, revitalizing the currently fragile incomes from fisheries, and leveraging new opportunities through blue carbon financing.

The Promoting Reforms and Investments in Agriculture (PRIA)

The PRIA project intends to promote commercial agriculture while integrating small-scale producers into commercial value chains. The two activities of PRIA include a fiscal reform activity that addresses business environment constraints that hinder the coordination of commercial transactions among small-scale producers and agribusinesses (PREFIA) and a results-based finance and technical assistance platform for aggregators, defined as private sector entities that aggregate/purchase from small-scale producers and are willing to invest in input provision, to engage more actively with small-scale producers (Z-CAP). Together these activities will promote the development of input and output markets and subsequent investments in agribusiness, as well as increase the productivity and incomes of small-scale producers.

B. BACKGROUND

The Promoting Reform and Investment in Agriculture (PRIA) Project, under which this solicitation falls, is a \$30 million project focused on maximizing the use of results-based grants for commercial aggregators, and has been divided into the following activities:

Activity 1: Reforms and Institutional Support for Increased Agriculture Investment

This activity is not within scope of this TOR and aims to make the agriculture sector attractive for investment and contribute to the competitiveness of existing businesses. It is expected that the program will support the provision of an appropriate and equitable tax system for agribusiness stakeholders including small-scale producers, aggregators, and large agribusinesses. The activity will work to promote efficiencies, broaden the agricultural tax base to increase revenue collection, ease the tax burden for agricultural operators, improve tax collection control and promote transparency, as well as provide private operators (small-scale and large investors) with timely and useful information regarding the tax system, leading Mozambique to be a preferred investment hub in the region.

In this sense, capacitation actions are planned based on preliminary recommendations resulting from a Tax System Diagnosis which identified fiscal reforms to improve the competitiveness and efficiency of the agricultural sector.

The reform and digitization activity will be focused on the following primary objectives:

- Increased control over the VAT collection process by the continuous communication of the invoicing information through SAF-T and E- Invoicing to the tax authority leading to increased Value added Tax (VAT) revenue by strengthening of the tax collection execution capabilities.
- Increased overall fiscal compliance including compliance to Corporate Income Tax (CIT) obligations by agribusinesses.
- Reduced tax evasion through close monitoring of the tax collection process, availability of SAFT invoicing and accounting digital information and increased law enforcement capability on the part of the Tax Authority.

Activity 2: Zambezia Commercial Aggregator Platform

The Zambezia Commercial Aggregator Platform (Z-CAP) is the focus of this TOR and will support the development and strengthening of business linkages between small-scale producers and commercial aggregators by offering a results-based grant package, targeting behaviour change that increases market trust by investing (largely) working capital grant funding into commercial aggregators for supply of improved inputs and technologies to small-scale producers. Additionally, the facility will provide a technical assistance package focused on injecting market-oriented technical expertise into the operations of small-scale producers and aggregators. The TA package will address four primary inhibitors to increased investment and integration of small-scale producers into the agricultural economy through the following interventions:

- **Market integration:** Integrating small-scale producers into markets through a results-based grant mechanism that incentivizes commercial aggregators to invest working capital into input provision (increasing small-scale producers' productivity and therefore income) and to formalize offtake relationships with the small-scale producers (creating market stability for small-scale producers and creating a track record of contracted production).
- **Capacity:** Increasing the technical capacity of small-scale producers to increase productivity (through technology adoption, proper use of inputs, etc.), basic knowledge of common plant diseases and pests and how to treat them in a safe manner (integrated pest management for instance) in order to minimize pre- and post-harvest losses, and to successfully negotiate/contract production through upskilling and investing in private sector networks of service providers to small-scale producers.
- **Financing:** Increasing the bankability of commercial aggregators through technical assistance provision to their base business operations and dedicating technical capacity towards origination and structuring for commercial banks that struggle to lend to the agriculture sector.
- **Gender and Social Inclusion:** Increasing female and youth inclusion (project target for small-scale household beneficiaries: 40% female and 30% youth) in decision-

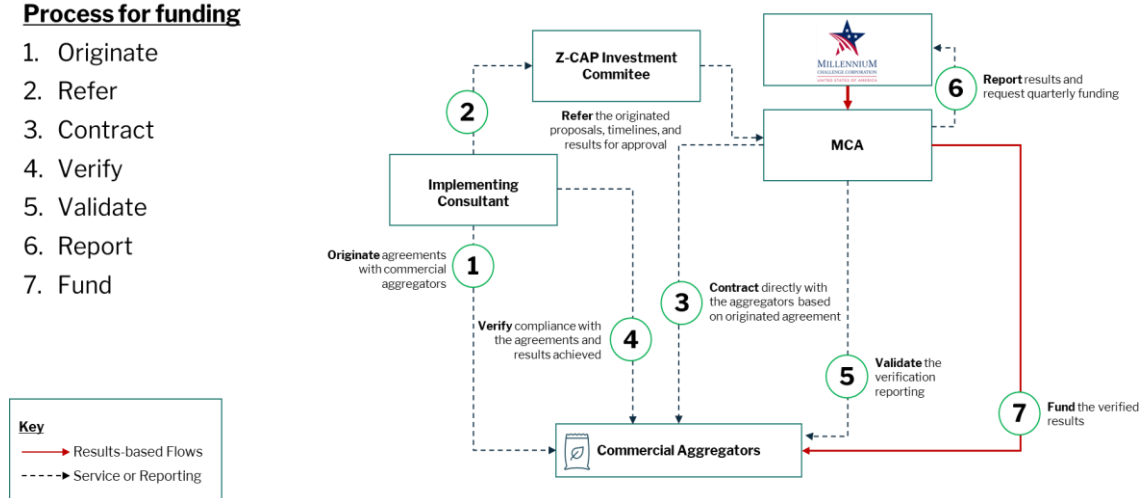
making on household income and asset usage and reinforcing the need to respect contracts and reinvest revenues into small-business growth to increase retention rates and longer-term relationships between small-scale producers and aggregators participating in the program. The project will incorporate a gender equality and social inclusion focus throughout all processes, and in addition, a stand-alone gender transformative approach to target decision making at the household (through GALS methodology) for a select group of participating producers.

Through this solicitation, MCA seeks to procure a managing entity or consortium (hereto referred to as the *Managing Entity*) to manage (specifically, launch and operationalize) the following sub-activities of Activity 2: Z-CAP. Initial project development and design has been conducted by the Mozambique Compact Development Team with the following initial design parameters for this activity. The activity is designed to include two primary components, a results-based grant facility and a technical assistance facility.

Results-Based Grant Facility: The staple sub-activity of the Z-CAP is a results-based grant facility focused on de-risking growth and creating small-scale producer relationships with commercial aggregators. The facility will provide tranche grants (managed by the *Managing Entity*) offering results-based payments for increasingly outcome aligned results/milestones aimed at increasing the scale and quality of the small-scale producers’ production and ultimately improving their livelihoods. The grant facility was designed through a due diligence exercise that identified that limited trust between the small-scale producers and the aggregators was restricting market integration and impacting take home income (and therefore livelihoods) of small-scale producers and their families. Additionally, the Z-CAP design leverages pilot work conducted with World Bank support in Mozambique through the Mozambique Agricultural Aggregator Pilot (MAAP) that found significant benefits from leveraging commercial aggregators to provide working capital credit to small-scale producers. The ecosystem of aggregation in Zambezia is largely driven by commercial intermediaries that offer commercialization of small-scale production but largely do not provide inputs or technical assistance. These commercial intermediaries contribute to side selling of production in the limited number of out-grower programs that are operational in the province which further degrades trust in the system. Small-scale producer margins (i.e., take home income) are incredibly low in Zambezia amongst staple value chains driven in large part by constraints to scale and quality in commercial relationships. Initial process flow for the results-based funding flows can be found below:

Process for funding

1. Originate
2. Refer
3. Contract
4. Verify
5. Validate
6. Report
7. Fund



The Z-CAP will primarily focus grant funding towards aggregator working capital build up in order to provide pre and post-harvest inputs and services, land preparation tools and extension services to small-scale producers. The *Managing Entity* will be expected to develop an operational manual for the facility and put each aggregator proposal through a due diligence process to test the return profile of the grant application based upon the return projections of the activity's CBA model and grant manual designed in the compact design phase and should propose said process in their technical proposals. Eligible expenses to be covered by Z-CAP grants may include:

- ***Working Capital (Majority of Funding)***
 - *Pre-Harvest Inputs:* Seed, fertilizer and other agrochemicals (limited based on environmental impacts within the grant manual) provided to small-scale producers on credit from aggregator participants
 - *Extension Service Provision:* Training materials, labor expenses, and transportation expenses required to provide extension services and inputs to small-scale producers (assumed to be provide through the public extension network)
 - *Post-Harvest Inputs & Services:* Provision of resources and services for post-harvest activities, including storage and processing to ensure agricultural products are properly handled
 - *Relevant Agricultural Financial Services:* Index Insurance based on the productivity per crop per area, ideally associated to pre-harvest inputs, with the intent of covering all risks associated to pests, diseases, floods, droughts, extreme temperatures and storms

The working capital components should include targeted efforts to ensure women producers have proper access, tailored to their specific needs including receiving pre-harvest inputs, extension services, and post-harvest inputs and services.

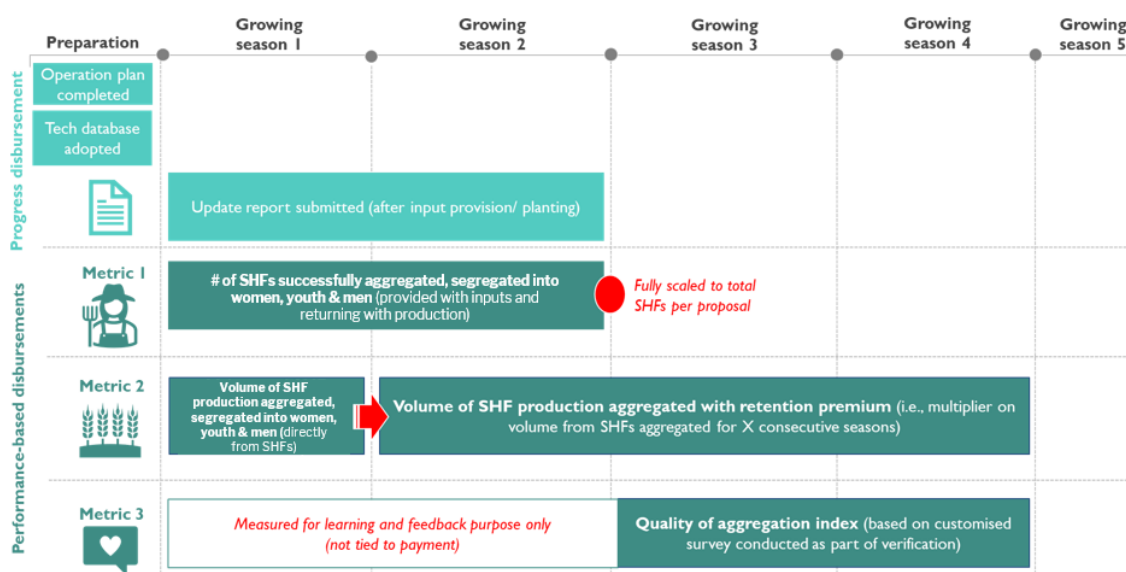
- ***CAPEX (Minority of Funding)***
 - *Technology and Data Collection Costs:* Tools required to collect and share data regarding location, input consumption, and production volumes of small-scale producers (all aggregators should collect and provide these data in a standardized way). Such tools and platforms should be capable of collecting demographic data sufficient for small-scale producers' registration for aggregator's tax inversion and self-billing purposes as defined by the PREFIA team
 - *Transport Equipment and Storage infrastructure:* Investment in improved storage for small-scale production
 - *Production and Processing mechanization:* Processing equipment for value-add processing of small-scale aggregated production or production machinery
 - *Land Preparation:* costs to cover the usage of tractors and other types of machinery for land preparation by small-scale producers

Funding to aggregators should be subdivided between progress and performance-based disbursements. These payments should be aligned with growing seasons (as inputs will be a

large focus of grant funding) and are foreseen to be split as per the below tranches (further detail on subdivision of payments and proposed verification/validation should be provided in technical proposals and should be assumed to include a program level audit to ensure proper disbursement of results-based payments):

- *Progress disbursement tranches:* Output-oriented payments granting funding based upon completion of contractually agreed milestones, such as completion of an operation plan, full adoption of the technology platform leveraged by the program, and update reports confirming the successful provision of inputs to participating small-scale producers
- *Performance-based tranches:* Outcome-oriented, metric-based payments aligned to the program results including i) the number of small-scale beneficiaries (disaggregated by gender and age), ii) the volume of small-scale production purchased/aggregated, and iii) timeliness and quality of aggregation services provided to small-scale producers

This activity showcases a target Economic Rate of Return (ERR) threshold of 10% that each project proposal should meet meaning the *Managing Entity* should ensure that adequate due diligence is conducted in this regard. Progress payments (tied to milestones and progress reports) should only be used in early seasons to inject necessary working capital into the project and address early capital constraints, building up a base of small-scale producers in the aggregation program sufficient to meet MCC’s targeted results. A sample proposal for results-based metrics and payments can be found below:



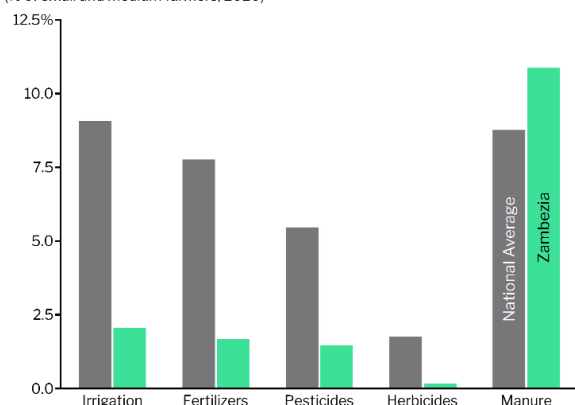
Technical Assistance: To improve the business performance and productivity of small-scale producers and aggregators receiving financial support through the results-based facility, the Z-CAP will also invest in a technical assistance program comprised of technical assistance to small-scale producers (On the Farm Services), aggregators (Business Development & Transaction Advisory Services), and small-scale producers’ households (Equitable Household Management via GALS). The technical assistance within the activity will include:

- *On the Farm and Post-Harvest Services:* Technical capacity of aggregators and small-scale producers has been identified as a key constraint to agriculture productivity increase and

economic growth in Mozambique. This is particularly the case in Zambezia. The province trails the national average for adoption of agriculture technology (irrigation, fertilizer, pesticides, and herbicides), and has one of the lowest provisions of extension services to small and medium-sized farmers⁶.

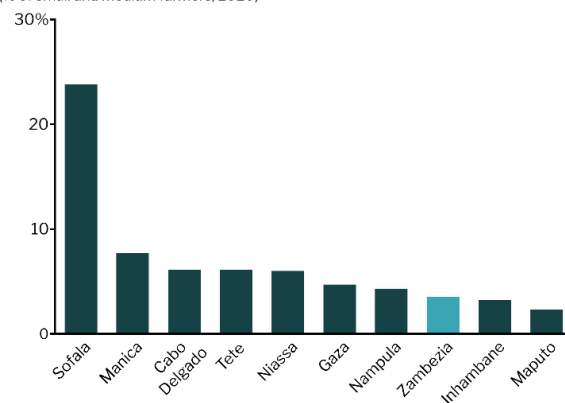
Except for compost application Zambezia trails national average in agriculture technology adoption

National vs Zambezia Technology Adoption
(% of small and medium farmers, 2020)



Zambezia farms also have the least access to extension services nationwide

Extension service provision by province
(% of small and medium farmers, 2020)



This lack of technology adoption and extension services is one of the contributing factors to Zambezia having lower yields compared to most provinces in several key value chains. It should be noted, however, that selecting the right mix of agricultural production practices is complex and often needs to be site-specific, taking into account soil fertility, moisture retention, flood risks, forestation, and readily accessible options for irrigation. Some studies have indicated that practices developed by small-scale producers in Manica Province using local seeds, organic fertilizers, and simple local water retention techniques have been effective in augmenting their incomes without inducing reliance on imported seeds and fertilizers and without use of expensive chemical pesticides and herbicides⁷. However, it is important to note that in order to supply a large number of partners, it may be necessary to provide small-scale producers with the opportunity to make use of imported seeds. In parallel, however, the encouragement of production of local seeds through farmer associations will be one of the aims of the Z-CAP, as well as a responsibility for the *Managing Entity* to take on.

There are 783 extensionists⁸ in the province, the majority of whom are public employees (73%), followed by NGO workers (15%) and lastly the private sector (11%). The *Managing Entity* will, on one hand support aggregators in identifying, setting up and implementing extension services throughout the grants' implementation and on the other hand, ensure that all aggregated small-scale producers receive extension services. Use of public versus private extensionists is assumed to be at the discretion of aggregator participants. Extensionist related costs may be covered under the grant agreements noting that salaries of public extension workers should be covered by the GRM. Collaborations with the network of public sector extensionists in Zambezia is to be coordinated with the Ministry of Agriculture and Rural Development, the provincial authorities and SDAEs. A process for engagement with SDAE and other extension providers is expected to be elaborated within the technical proposal.

⁶ MADER, 2020, Integrated Agrarian survey, [link](#)

⁷ See, for example, https://globalaktion.dk/wp-content/uploads/2019/03/1_rapport_mozambique.pdf

⁸ Source of information: MADER, 2022.

It is expected that a tailored lead farmer technical assistance package aimed at providing various levels of expertise to extension service providers, hired by aggregators to train small-scale producers participating in aggregation, is developed and implemented. The *Managing Entity* will be tasked with fully defining the offering in their proposal for provision of services, including the primary modules and delivery channels for the training and farming know how. Use of digital technologies to disseminate knowledge to the small-scale producers is also encouraged.

Additionally, in preparing the modules and delivery channels for training small-scale producers, the *Managing Entity* proposals must take into account that commercial investments in agricultural production, processing and marketing have the potential to generate significant changes in agricultural practices. While such changes can provide significant social and environmental benefits, they can also further the deterioration of Zambezia's vulnerable ecosystems if not managed appropriately. Therefore, the *Managing Entity* will also be required to ensure that all environmental implications are considered and adequately assessed in order to ensure that the mix of agricultural practices recommended for small-scale use not only avoids negative impacts on the ecosystem but also enhances soil health and increases small-scale producers' resilience in the face of the expected impacts of climate change in Zambezia.

Business Development & Transaction Advisory: Access to finance for commercial aggregators has been identified as a major constraint for growth in the agriculture sector as well as the economy at large. The technical assistance provision for aggregators has therefore been designed to address the following three market phenomena:

- **Limited bank capital in the open market:** Commercial banks in Mozambique have become increasingly risk averse and have opted to increase their allocations to central bank deposits as opposed to lending out to commercial or retail market. During the COVID-pandemic the average monthly liability of commercial bank capital in the overnight facility surpassed US\$ 1 billion dollars and continues to rise.
- **Limited commercial agriculture credit and agriculture insurance:** The commercial banking sector in Mozambique has shown limited organic interest in lending to the agricultural sector. This is in part attributed to the high risk of the agriculture associated with adverse climate change events. New entrants into the commercial banking ecosystem in Mozambique (such as FNB) have tailored their business models around larger corporate contracts related to the LNG boom in the North. The account servicing costs associated with small, rural accounts in a highly informal sector leave most commercial banks on the side-lines when it comes to agricultural lending. The government has set the goal of 5% of total commercial credit disbursed in the country to go to the agriculture sector. However, since 2015 the financial sector has not surpassed 3%. Experience from a Development Finance Institution has shown limited commercial bank interest in lending to agriculture sector even in presence of a Guarantee Fund. Funded ten years ago by DANIDA, the fund is still operating and restructuring options are being considered (Gapi-SI).
- **Limited utilization of subsidized agriculture credit lines and guarantee funds:** Donors, NGOs, and government have increasingly invested in the creation and implementation of subsidized credit lines and guarantee facilities to mitigate the market's risk perception of SME and agricultural lending. An initial mapping of current active credit during this activity design identified 14 active subsidized lines in

Mozambique with an agriculture or rural SME focus. Most lines are donor subsidized and implemented by commercial banks with the exception of a few lines implemented by the only local DFI, GAPI, or a development agency. Further analysis indicated that overall utilization rates for these facilities is low (less than 50%) and both donors and commercial bank indicated openness to support for originating and structuring potential loans for these facilities.

This sub-activity is designed to inject strategic business development technical assistance into aggregators to increase bankability and to build in an incentive payment for the contracted firm or consortium to develop sustainable, commercial financing relationships for aggregator recipients of Z-CAP support. Said technical assistance should be provided to aggregators in preparing their proposals and making improvements based on feedback from MCA and/or the selection committee for grant approvals. Technical assistance will also be directed towards assisting aggregator beneficiaries to meet ERR hurdles and to stay on track during grant implementation. It is envisaged that the business development advisory services would distinguish between pre- and post-investment stages and would be tailored to small/medium and large aggregators⁹. Lastly, considering the different capacity needs between the different types of aggregators, additional training in areas such as business management such as accountancy/ bookkeeping, finance and taxation, auditing, production and R&D will be offered where necessary. A process for assessing TA needs and developing a tailored business development technical assistance package is expected within the technical proposal.

Equitable Household Management via GALS: Targeting women and youth small-scale producers for aggregation does not address the pre-existing power imbalances within households, groups/associations, and communities. Providing inputs and extension services may not translate into increased productivity and incomes when women and youth do not have access to these in the first place. In order to enhance their agency and voice, a household methodology, known as Gender Action Learning System (GALS) is expected to be adapted to the Z-CAP and implemented by a technical assistance provider (to be supervised by the *Managing Entity*). This will ensure that the economic benefits generated through the provision of inputs, on the farm extension services and purchasing of small-scale production will benefit vulnerable segments of the population, including women and youth. The GALS methodology uses inclusive participatory adult learning methods in order to empower women, youth and men in proactively addressing bottlenecks, gender and age inequalities within households, communities and within the VCs by taking them on transformative journeys of self-betterment, agency and voice as individuals and members of collectives (e.g., households, communities, associations, etc.). The GALS implementation is assumed to involve a series of workshops with select number of small-scale producers (women, youth and men) and other participants (e.g., aggregators, local community leaders and local authorities' representatives) who learn and apply engendered visioning and plan of action techniques; share them with peers and are thereafter mentored in implementing the plans.

GALS beneficiaries may include the following:

- Those whose production is aggregated by the select Z-CAP aggregators. It should be noted that the GALS beneficiaries share the learnings with 1-5 peers, who may or may

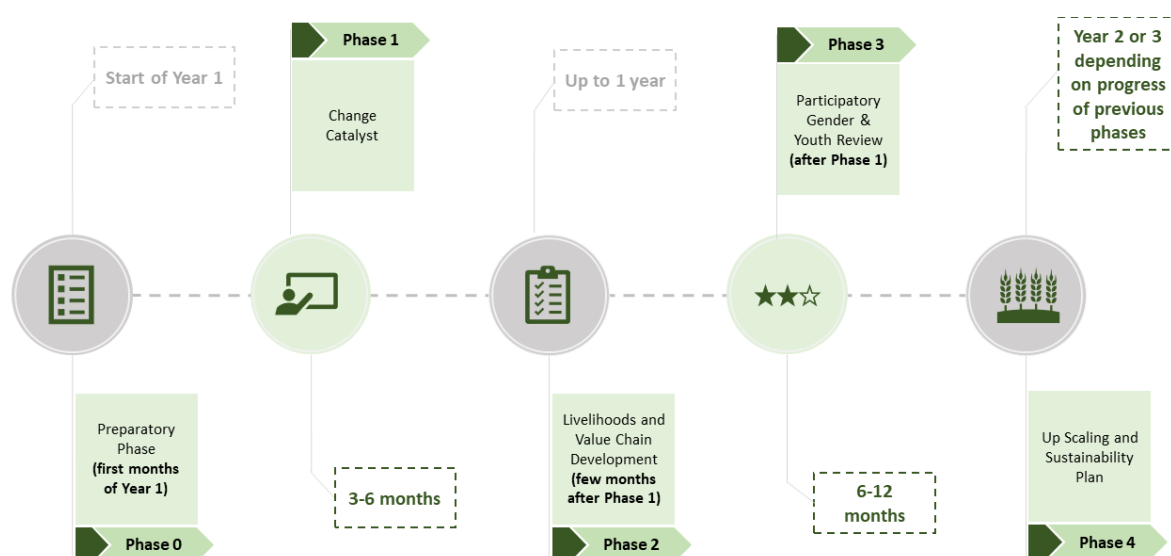
⁹ Small/medium aggregators are considered to be those with the potential to impact an average of ~400 Small-scale per operator. Large aggregators are considered to be those with the potential to impact an average of ~2000 Small-scale per operator.

not be small-scale producers. Therefore, the *Managing Entity* will need to strike a balance between the involvement of chosen small-scale producers and those who become acquainted with the methodology via peer-to-peer learning process.

- Those who are active or willing to participate in the value chains and the GALS itself. Informed consent is a foundational principle for the participation of beneficiaries in the GALS process. The requirement for the beneficiaries to be active or willing to engage in specific value chains is derived from two considerations:
 - i. The fact that they have to have a commercial relationship with the companies-recipients of Z-CAP grants.
 - ii. The interest of the small-scale producers in operating in the value chains chosen by the companies for aggregation.
- Prioritization of women and youth¹⁰.

The *Managing Entity* will engage 1-2 experienced GALS facilitators (preferably a female and a male facilitator). Whilst beneficiary selection lies with the *Managing Entity*, regular consultations should be conducted with the MCA teams to ensure that gender and social inclusion continue to be monitored and assessed throughout the implementation process.

Considering that GALS is an approach to support both the aggregators and the small-scale producers to have better economic results, GALS activities should start right at the beginning of the year based on the chart below. Technical proposals should include details on identification of focus communities to receive GALS technical assistance and methodology for implementation.



It should also be noted that the success of the GALS process comes from having a good understanding and buy-in from all the stakeholders, especially the small-scale producers themselves.

¹⁰ Z-CAP program targets 40% women and 30% youth.

Z-CAP Investment Criteria Alignment

While multiple ministries and GRM bodies were consulted during the design of this activity, the outputs of the program have also been aligned to contribute to the national strategic plan (PEDSA II) and national investment plan (PNISA II) for the agrarian sector, which were developed and officially launched by MADER in November 2022 during the course of activity design. The Compact Design Team participated in multiple forums to approve and provide feedback on these national strategies and have highlighted below the activity alignment to each.

PEDSA II: The Strategic Plan for the Development of the Agrarian Sector (2021-2030) is the national plan to sustainably augment production and productivity in the agrarian sector in order to alleviate poverty. The proposed activity is aligned with multiple principal objectives from PEDSA II and will contribute to the following 2030 indicators:

	Indicators	2030
<i>To double agricultural productivity through value chain inclusion of small-scale producer/family farms through the use of research and technological innovation in a sustainable and climate change resilient manner (Water management, drought resilient crops and/or intercropping/agroforestry techniques to manage risks, maintain soils and diversify cropping)</i>	National sesame yields (tons/ha)	1.6 tons/ha
	National soybean yields (tons/ha)	3.0 tons/ha
<i>Facilitate access to domestic and local markets and fortifying inclusive and competitive VCs maximizing the inclusive evolution of the private sector</i>	Improved seed utilization (%)	20.2%
	Fertilizer utilization (%)	14.6%
	Pesticide utilization (%)	10.2%
	% farmers marketing their sesame production	95%
	% farmers marketing their soybean production	98%
<i>Increase the inclusive participation of women and youth in strategic VCs</i>	Percentage of women benefiting from credit (%)	20%
	Percentage of young people employed in sesame VCs (%)	50%
	Percentage of young people employed in soybean VCs (%)	50%

PNISA II: The National Plan for Investment into the Agrarian Sector 2022-2026 is an instrument of the planning and budgeting system (SPO), which sets the national agricultural investment strategy. The proposed activity is aligned with multiple strategic objectives from PNISA II and will contribute to the following 2031 indicators:

Indicator	2031
Number of small-scale producers with access to agricultural extension services	N/A
Growth rate of farmers using improved agricultural inputs	100%
Growth rate of farmers marketing their agricultural produce in strategic agricultural VCs	100%
Growth rate of public and private investment in agricultural marketing	30%
Percentage of farmers with access to credit	30%
Percentage of farmers in the digital system	80%

Target beneficiaries

The target beneficiaries of the Z-CAP are small-scale producers that will be newly incorporated into more structured markets through the provision of improved inputs, technical assistance, and more formalized offtake from commercial aggregators of agriculture crops and poultry in Zambezia province. Commercial aggregators will be secondary beneficiaries of the sub-activity as leveraging their operations as platforms for more efficient input and service provision to small-scale producers will also help increase aggregation volumes and therefore financial viability of the aggregators themselves. The program defines small-scale producers in line with MADER's definition as a producer with a maximum of 10 hectares of unirrigated farmland (or 5 hectares of irrigated land), 5,000 or less birds, or a maximum of 149 fruit producing trees. Commercial aggregators are defined as companies registered under Mozambican law, which have as a main commercial activity the aggregation, sale and/or transformation of agriculture produce in priority value chains, such as maize, soy, pigeon pea, beans, sesame, macadamia, and poultry. Given the poverty levels and demographic profile of the population in Zambezia, it is recommended that at least 40% of the aggregated small-scale producers should be women and at least 30% youth (18 to 35 years old). This will ensure that PRIA benefits the most vulnerable small-scale producers. During the due diligence phase, the companies that responded to an initial Request for Information (RFI) indicated median ranges of 50% women and 30% youth small-scale producers to be targeted for integration into their projects. To reach the established targets it will be important to incorporate targeted efforts to ensure women producers have proper access, tailored to their specific needs, for receiving pre-harvest inputs, extension service provisions, and post-harvest inputs and services.

Target results of the project¹¹

- *Increased incomes of smallholder farmers and other value chain actors*
- *Increased productivity of smallholder farmers*

¹¹ Full results framework to be shared with Z-CAP Grant Manager upon signature of contract

- *Increased small-scale producer sales of agricultural products to aggregators (access to markets)*
- *Increased retention of small-scale producers with aggregators*
- *Improved ratio of high-value crops versus conventional crops*
- *Small-scale producers use inputs and sustainable, productivity enhancing and climate smart agricultural practices*
- *Increased access to commercial finance by aggregators*
- *Aggregators incentivized to provide timely inputs to small-scale producers*
- *TA provided to small-scale producers*
- *TA provided to aggregators*
- *Women and youth integrated into priority value chains*
- *Improved participation in business decisions by women and youth*
- *GALS action plan implemented*

C. SCOPE OF WORK

Based on the description given above, the *Managing Entity's* activities should include the following:

Task 1 – Facility Preparation and Launch: The *Managing Entity* will be responsible for the successful launch of the facility. This will include development of an operational manual for the facility, promotion of the facility, and provision of assistance to aggregators to complete competitive concept notes and applications. The operational manual should include environmental and social monitoring and evaluation measures that ensure compliance with the Environmental and Social Management System (ESMS) developed by the *Managing Entity* and approved by the MCA. The *operational manual* will also include a process for performing economic cost benefit analysis (CBA) of applications for assessment against MCC's ERR hurdle rate of 10%, using a CBA model template to be provided by MCC. In addition, the operational manual will include plans for how to report on indicators and provide data for the project's monitoring and evaluation plan. Finally, the operational manual will include specific gender and social inclusion measures to benefit women and youth producers.

Applications should be assessed in part against the following criteria (additional criteria to be proposed by the *Managing Entity* applicant):

- Surpassing a minimum ERR hurdle rate of 10%, calculated as a return on invested grant capital against aggregator and small-scale producer income increases as a result of the intervention (ERR will be impacted by the amount of total funding co-financed by aggregators, the projected margin of aggregated crops, number of small-scale producers aggregated, and the allocation of funding to working capital). MCC will provide an economic CBA model template that should be updated using applicant information to calculate the ERR. The updated templates will be reviewed by the MCA and MCC Economists before finalization. In practical terms this implies taking into account:
 - The number of small farmers financed

- Increase in small farmers' income
- Proportion of financing as working capital, to support the purchase of inputs, and other factors that boost production
- Proportion of financing that will be co-financed, whether in the form of credit for small producers, technical assistance or other means whose cost is quantifiable
- Post Compact growth
- Clear use of funds
- Clear design of requested technical assistance package

Additionally, as this program will require data collection and verification, it is required that the *Managing Entity* mobilizes a technology solution - an information management system, which can aggregate information about the small-scale producers, such as name, ID number as applicable, gender, age, mobile phone number if applicable, geolocation of plots, crops produced (including those sold to the aggregator and other crops produced), inputs and TA provided, volume of produce purchased and price of purchase, and participation (or not) in GALS process. This information should be collected by the aggregators who should receive training on maintaining databases to this end, including training and support for data security. If aggregators are not capable of collecting and consolidating this information, then the *Managing Entity* is expected to do so. Gathering and any use whatsoever of personal information by the aggregators, the *Managing Entity*, MCA/MCC and any specifically authorized by MCA/MCC third parties, including the independent evaluation of Z-CAP, must occur in accordance with the Mozambican legislation and best international practices, including MCC's Guidelines on Transparent, Reproduceable, and Ethical Data and Documentation (TREDD). This means that small-scale producers must be given the opportunity to provide informed consent for the use of their data in the evaluation. The *Managing Entity* must work with the aggregators to ensure informed consent is provided and documented. Applicants are expected to elaborate on a technological solution for data management within their technical proposals.

This award can include costs for the acquisition of smartphones/tablets for field data entry and the implementation of an information management system and dashboard, software acquisition but not design and/or development of a new technological solution. Costs associated with the interoperability of the *Managing Entity*'s information management system and the Government of Mozambique's SIMA (Sistema de Informação de Mercados Agrícolas), managed by the Ministry of Agriculture and Rural Development, may be covered by this award if reasonable and at the discretion of MCA/MCC.

It is expected that the information mentioned above will be collected and updated each agriculture season for small-scale producers who receive support through the Z-CAP activity in the following manner:

- Small-scale producers' information collected with their prior consent and within the framework of the Mozambican laws and consolidated by each of the aggregators with TA by the *Managing Entity* as necessary, including by providing smartphones/tablets and field support staff.
- Information from all aggregators organized into the information system of the *Managing Entity*. Information would be made available in real time (at the latest one week from

collection in the field) through a dashboard with user-friendly interface and customizable searches of the data. All underlying data should be downloadable in XML and/or Excel.

- Provision of information to MADER's SIMA with the objective of allowing small-scale producers to have access to market information for key crops and markets, information on agrodealers, aggregators and other market players in Zambezia province, as well as any other relevant information mutually agreed with MADER for dissemination. To this end, SIMA will need access to the mobile phone numbers of the Z-CAP small-scale producers, with their prior consent. SIMA will also need access to any other relevant small-scale producer information (e.g., name, value chains, etc.). This will allow SMS bulk messages to be sent to Z-CAP aggregated small-scale producers through SIMA or another organization of surveys using USSD technology.

The *Managing Entity* should also make a plan for how to hand over management and use of the information management system to MCC's independent evaluator following completion of the activity.

Description of activities

1. Refine technical assistance package to ensure that small-scale producers and aggregators' needs are correctly identified, assessed and attended to
2. Develop a quantitative due diligence process for project beneficiaries to ensure ERR thresholds are met to inform the selection committee decision-making process
3. Develop results-based contracts with clear indicators for payment targets for MCA to execute
4. Research, consolidate, and validate an existing technological platform for information collection and dissemination, that is in accordance with predetermined protocols and requirements
5. Research, consolidate and update aggregator's constraints to access to financial (credit and insurance) and nonfinancial (market access) services as well as constraints to financial service provision by commercial banks and insurers
6. Offer pre-investment support, particularly for small/medium aggregators with less experience and capacity in the preparation of Request for Concept Papers (RFCPs) and Request for Applications (RFAs); undertake screening and ensure that proposals meet the investment criteria of the program (including meeting the ERR hurdle rate and clearly designed use of funds, extension strategy, and TA package)
7. Originate Z-CAP grant participation through on the ground sourcing of opportunities with aggregators and through advertisement of a public call for grant proposals
8. Conduct economic CBA for prospective aggregator applicants by updating the CBA template to be provided by MCC with applicant information (to be then shared with MCC economists for review)
9. Conduct meetings or workshops to answer questions from aggregators about RFCP and RFA process
10. Assist the selection and investment committees with any research or information requests during selection process

- a. Investment committees for similar programs in Mozambique (including the Catalytic Fund for Innovation and Demonstration) have implemented investment committees composed of private and public participation. Z-CAP should adopt a similar structure with representation from key ministries (MADER, MEF, and MIC), local government, and the private sector

If additional gender-related evaluation efforts are incorporated by the MCC in the program, then the *Managing Entity* will coordinate and support these efforts.

Task 2 – Results-Based Grant Management: The *Managing Entity* will work with aggregators once they have been selected to define clear milestones in order for the tranches to be disbursed. The *Managing Entity* will also be responsible for monitoring the aggregators closely, validating the results of the milestones set and consequently helping them develop progress reports to be sent out to the relevant entities. Lastly, the *Managing Entity* will act as the liaison with the tax reform team to connect aggregators to the relevant tax reform consultants.

Description of activities

1. Work with aggregators to define a tranche grant disbursement contract that identifies clear milestones for the release of payment throughout the course of the activity
 - a. Grant disbursement contracts will need to clearly identify the number of small-scale producers that will participate in aggregation activities as a result of the funding, the proposed geographic focus of the aggregation, proposed value chains, use of funding, and projected pricing for small-scale producers' offtake and aggregator commercialization
2. Track beneficiary performance and milestones once funding is disbursed using the information management system described above
3. Onboard aggregators to the selected a management system to track end-beneficiary data and profiling. This would include geo-locations, demographics, all exchange of goods and pricing
4. Assist with the fiscal reform component (PREFIA) by connecting aggregators to the relevant tax reform consultants
5. Aggregate data required for monitoring and evaluation purposes
6. Monitor the quality and content of reports to be sent back to MCA for approval of payments
7. Review general compliance of aggregators as stipulated in contracts and with environmental and social safeguards

Task 3 – Technical Assistance Provision: The focus of this task is on addressing the inhibitors identified during activity design to greater integration and livelihood uplift of small-scale producers: capacity, finance, and gender and social inclusion. The *Managing Entity* will be expected to propose a demand-driven technical assistance offering for aggregators and small-scale producers, which includes the four service offerings (Market Integration, Capacity, Financing, and Gender and Social Inclusion) previously explained in detail in the background section above.

Description of activities

On the Farm and Post-Harvest Services

1. Work with public sector technicians, as well as private sector and NGO technicians in designing and delivering workshops for extensionists and aggregators and Farmer Field School days for small-scale producers, either immediately prior to or during the main agriculture campaign over the four consecutive years of the project's implementation, using a gender-responsive approach.
 - a. This network of extensionists can be leveraged for small-scale producer training on the fiscal and tax reforms that are to be designed and implemented as part of the larger program. Specifically, the network of extensionists can be leveraged to train aggregators in preparing receipts with NUIITS as well as to sensitize small-scale producers in terms of the implications of obtaining NUIITS
 - b. Important to note that workshops should include agriculture best practice components, in particular, those that mitigate climate change impact, seasonal forecasting, crop diversification, soil fertility/water management, and diversification of farm systems like intercropping/agroforestry (to be fully proposed by the *Managing Entity* applicant)
 - c. TA provision should ensure land use changes and new agricultural practices facilitated and/or encouraged by the grants and associated technical assistance are consistent with best available knowledge about soil health enhancement and climate change resilience in the specific areas where the changes in agricultural practice are expected to take place
2. Conduct four community radio campaigns and disseminate information via mobile phones at appropriate times, but at least 4 messages prior to and 4 messages during the main agriculture season regarding price information of inputs and crops, best agriculture practices for improved crops productivity, any alerts and basic protocols about pests and diseases, their prevention/treatment, as well as on proper pesticide selection, management, use, storage and disposal and other practical knowledge on how to reduce pre- and post-harvest losses.
3. Support aggregator beneficiaries in defining and setting up the extensionist services they will provide; monitor its provision through field work, communications with extensionists, aggregators and small-scale producers through phone messages and collection and reporting of quantitative and qualitative data for M&E purposes, including numbers of participants in technical assistance activities, disaggregated by sex and age. Extensionist services will be responsive to women farmers' in terms of schedule, location, and if possible, employing women extensionist service providers to provide the training.

Business Development & Transaction Advisory

1. Provide business development and transaction advisory services to participating small/medium and large aggregators that should be tailored to aggregator requirements, adopting a gender focus, and can include small-scale producer contracting as well as business management support, financial modelling/forecasting, and technology adoption and implementation support (to be fully proposed by the *Managing Entity* applicant).

2. Engage with commercial banking partners to develop a standardized process for loan origination and to create a pool of potential commercial capital providers and subsidized credit lines for submission of commercial financing opportunities for Z-CAP aggregators.
3. Work with Z-CAP aggregators to identify business and financing needs and opportunities for growth, to conduct initial due diligence of these opportunities (including business plans and financial projections) and to assist in the structuring of required documentation to submit for commercial financing.
4. Support Z-CAP aggregators to integrate into the fiscal reform implementation per Activity 1 of this program including liaising with the activity implementing partner and MCA to coordinate the aggregators reverse charge and electronic invoicing – SAFT training and implementation.
5. Monitor the provision of business development & transaction advisory services through field work, communications with participating aggregators through phone, messages and collection and reporting of quantitative and qualitative data for M&E purposes.
6. Assist small/medium and large aggregators during grant implementation to ensure that they continuously meet the performance and results-based targets/indicators and financial requirements.

Equitable Household Management via GALS

- Further define the targeting criteria and identification of target beneficiaries and engage with aggregators, community leaders, and local authorities to ensure the effective implementation of the GALS methodology and secure buy-in from all stakeholders.
- Carry out comprehensive gender and livelihoods baseline assessments in selected districts to identify existing challenges and opportunities, and to define indicators for monitoring and evaluation. All data collected for these assessments should be done in accordance with Mozambican legislation and best international practices, including MCC's TREDD guidelines, as described above in relation to the management information system to ensure the data can be used in the independent evaluation.
- Planning, detailed budgeting and implementation of the GALS methodology in collaboration with the Z-CAP aggregators and local authorities, community leaders, and/or GALS team (additional consultants).
- Organize and facilitate GALS training sessions and workshops for small-scale producers, ensuring that all participants, including women and youth, are effectively engaged.
- Implement a robust monitoring and evaluation framework to track the progress of the GALS methodology, using tools such as the Income Challenge Action Tree and the Gender Justice Diamond to measure outcomes and impact.
- Monitor the GALS implementation through fieldwork, communications with GALS mentors and peers through phone, messages and collection and reporting of quantitative and qualitative data for GALS M&E purposes, including reporting on the numbers of participants in GALS activities, disaggregated by sex and age.
- Ensure that participants in the GALS activities are tagged in the overall project information management system to facilitate tracking of GALS effects on overall program outcomes.

- Collaborate in any additional monitoring or evaluation efforts conducted by the MCA/MCC, to learn more about the GALs methodology.

Task 4 – Coordination: The focus of this task is the coordination of activities with the consortium lead of the Coastal Livelihoods and Climate Resilience Project (CLCR) activity within the Compact between the Government of Mozambique and MCC.

Description of activities

1. Participate in monthly coordination meetings with the consortium lead of the CLCR project and MCA/MCC in order to share information, coordinate activities and avoid any duplications, overlaps, and establish any opportunities to maximize the impact of the two projects
2. Share on a monthly basis progress reports with CLCR consortium lead, MCA/MCC and address any potential or real overlaps and identify opportunities for synergies and pragmatic next steps to materialize these
3. Address any issues related to the grants making process and the grantees under the two projects that require coordination and information sharing to avoid risks and maximize impact
4. Identify and signal in a timely manner any issues that may impede collaboration between the two projects and/or require the review and approval of MCA/MCC

Task 5 – Environmental, Social, and Gender Performance Monitoring: Considering the potential for risks such as those of stimulating deforestation, advancing agriculture in protected and/or sensitive areas, and overuse of chemical fertilizers, herbicides, and pesticides, etc., the focus of this task is to ensure that assessments are conducted to ensure that all proposals include the relevant environmental and social considerations.

Description of activities

1. Participate in the development of the Environmental and Social Management System (ESMS) and the environmental monitoring and evaluation measures to be included in the operational manual
2. Support proposal review and compliance with the ESMS and the operational manual
3. Identify and manage risks as well as opportunities to support climate resilience
4. Identify and manage risks related to gender-based violence (GBV) and trafficking in persons (TIP), particularly child labour, as it relates to the project. May include collaborating in the implementation of the TIP Risk Management Plan (if required for the project).

D. REQUIRED QUALIFICATIONS AND EXPERIENCE

Team Experience

The applicant (or consortium) should have a demonstrated track record of managing and structuring similar facilities in similar markets within the last 7 years and should have successfully delivered (or be delivering) at least two similar assignments in size, complexity, sector, operational context, economic and social settings of the client country within the last

five (5) years, out of which at least one should be Results-Based Financing (RBF) or Performance-Based Grants (PBG).

Members of the contracted firm or consortium should clearly demonstrate the following qualifications:

- Experience in, and understanding of the agriculture sector in Sub-Saharan Africa (preferably Mozambique);
- Specific proven experience in structuring and managing grant facilities aimed at market stimulation;
- Strong program management and grant administration skills, including cost planning, forecasting, budget preparation/evaluation, compliance, procurement and contracting processing expertise;
- Experience in RBF/PBG monitoring and verification;
- Experience in the provision of extension services to small-scale producers or training of extensionists;
- Proven history of engagements with commercial banking institutions;
- Adequate local presence of the team in Mozambique prior to the launch of the Facility in order to facilitate relationship management with the Mozambican Government, MCA, as well as with potential applicants;
- Proven experience in handling data in accordance with and respecting data protection policies, and experience in M&E system design and implementation;
- Demonstrated experience expertise in designing, implementing and monitoring and evaluation of GALS or similar HHM and their implementation in rural communities in Sub-Saharan Africa;
- Experience in managing projects using a gender-sensitive lens focused on inclusion of women and youth into select value chains.

Team Composition

The *Managing Entity's* team is envisioned to include the following minimum personnel:

Key Personnel

1. Team Leader - Responsible for overall project management and delivery of project objectives.
2. Grant, Contract and Procurement Manager - Responsible for developing all grant contracts, overseeing their implementation and undertaking all procurement activities and reporting.
3. On the Farm and Post-Harvest Services Technical Assistance Lead - Responsible for development and delivery of agricultural technical assistance and extensionist training, including proper pesticide selection, management, use, storage and disposal.
4. Gender and Social Inclusion Lead - Responsible for oversight of all GALS interventions, leading the gender & social inclusion work across activities/processes, and overseeing any sub-contracted implementing partners for the GALS activity.

5. Transactional Business Development Officer - Responsible for developing tailored technical assistance packages for aggregators and assisting in the origination and structuring of commercial financial arrangements.

Additional Required Expertise (not assumed to be full-time positions and can be fulfilled by Key Personnel)

6. Environmental Specialist - Responsible for developing the Environmental and Social Management System (ESMS) and the environmental monitoring and evaluation measures included in the operational manual, supporting proposal review and compliance with the ESMS and the operational manual, identification and management of risks, and identification of opportunities to support climate resiliency within the portfolio of grant recipients.
7. Monitoring and Evaluation Officer - Responsible for assessing and tracking project progress and outcomes across all tasks within the Z-CAP and for managing the information management system to track grant performance.
8. Communications and PR officer - Responsible for developing, implementing and overseeing communications strategy within the Z-CAP ensuring sufficient communications regarding grant opportunities amongst target beneficiaries and other information sharing initiatives within the program are market standard and tailored to end beneficiaries (including in local languages).

Requirements for the Key Experts

Key Expert 1: Team Leader

- Master's degree in agriculture, economics, business administration, social sciences or similar;
- At least 7 years' experience in the administration of grants in the agriculture sector in developing countries in similar size projects, including managing operational budgets, managing disbursements, cost allocation and tracking, experience with procurement procedures, and grant reporting to international donor agencies;
- A track record of structuring and managing milestone based and performance-based grants (with strong grants and technical assistance components) aimed at market stimulation;
- Ability to assemble and lead an experienced and capable technical team;
- Experience in, and understanding of the agriculture sector in Sub-Saharan Africa (Mozambique experience preferred);
- Awareness, sensitivity and knowledge regarding social and gender issues, in particular women's entrepreneurship in Mozambique is highly desirable;
- Experience managing reporting relationships with government stakeholders and large development organizations is highly desirable;
- Fluency in English and Portuguese knowledge is required.

Key Expert 2: Grant, Contract and Procurement Manager

- Bachelor's degree in business administration, finance, economics, supply chain management or similar;
- At least 5-6 years' experience in cost planning activities, as well as budget preparation and evaluation;
- Proven experience in RBF/PBG management, monitoring and reporting of donor-funded programs;
- Experience in monitoring compliance with procurement and contracting processes;
- Fluency in English and Portuguese is required.

Key Expert 3: On the Farm and Post-Harvest Services Technical Assistance Lead

- Bachelor's or master's degree in agronomy, agriculture;
- At least 5-6 years' experience in agricultural development, of which at least 3 years of field experience in the provision of extension services and direct interaction with small-scale producers in rural areas;
- Expertise in small-scale agriculture and agribusiness development, with business acumen and experience in agricultural financing, business development support, and/or value chain development;
- Experience in the design and roll out of agriculture-related trainings for producers, including through the use of digital technologies;
- Capacity to coordinate mobilization and awareness activities with small-scale producers and rural communities;
- Fluency in Portuguese and local languages (Chuwabo, Elomwe, Sena & Emakhuwa) in Zambezia province are required.

Key Expert 4: Gender and Social Inclusion Lead

- Bachelor's or master's degree in social sciences, law, business administration, economics or similar;
- At least 5-6 years' experience conducting social and gender assessments and trainings, as well as in monitoring and overseeing the implementation of project level social and gender integration plans;
- Experience undertaking analysis of economic, social and gender inequalities at the household and community levels, livelihood generation, and economic opportunities for women;
- Experience in the design and roll out of gender transformative methodologies, particularly GALS, and their adaptation, pilot and roll out;

- Experience in setting up and managing grievance redress mechanisms and addressing gender-based violence, trafficking in persons, and other grievances from beneficiaries and other project stakeholders;
- Capacity to coordinate mobilization and awareness activities with small-scale producers and rural communities;
- Experience in a similar role with an established international development organization in Sub-Saharan Africa;
- Fluency in Portuguese is required.

Key Expert 5: Transactional Business Development Officer

- Master's degree in business administration, economics, finance or similar;
- At least 5-6 years' practical hands-on experience in agricultural value chain development, small business development, agricultural financing, or a related area, including specific experience with small-scale producers and tax responsibilities;
- Experienced with providing technical assistance to private sector agriculture operators, including on tax matters;
- Experience in due diligence exercises, financial analysis and structuring of debt transactions;
- Proven prior engagement with Mozambican commercial banks and other financial sector institutions;
- Fluency in English and Portuguese is required.

Requirements for the Non-Key Experts

Note that Non-Key Expert CVs will not be evaluated during technical evaluation. The *Managing Entity* is expected to either develop a pool of short-term experts to fulfil the below-envisioned roles or to be able to fill the roles and responsibilities of the below roles via their core team.

Non-Key Expert 6: Environmental and Social Performance Specialist

- Master's degree in environmental sciences, social sciences, sustainability studies or similar;
- At least 4 years' practical experience in conducting environmental assessments, managing environmental impact assessments, and overseeing the incorporation of environmental considerations into project planning and execution;
- Experience in creation and establishment of an ESMS to ensure that all grant proposals adhere to environmental and social sustainability standards and safeguards;
- Strong background in environmental management, with a focus on developing and implementing ESMS to ensure sustainability;

- Experience in conducting thorough reviews of grant proposals, evaluating their environmental and social implications, and ensuring alignment with established ESMS standards;
- Expertise in providing recommendations for integrating climate adaptation measures into project design and implementation to address evolving environmental challenges;
- Demonstrated ability to work with diverse stakeholders, including government agencies, non-governmental organizations, and local communities, to promote environmental and social sustainability;
- Strong analytical and problem-solving skills with the ability to develop and implement effective environmental and social risk management strategies;
- Excellent communication and reporting skills, with the ability to produce clear, concise, and comprehensive environmental and social performance reports;
- Fluency in Portuguese is required.

Non-Key Expert 7: Monitoring and Evaluation Officer

- Bachelor's or master's degree in economics, social sciences, program evaluation or similar;
- At least 4 years' experience monitoring and evaluating development projects;
- Experience in design of appropriate M&E frameworks, mechanisms, and reporting protocols;
- Experience in identification of high-quality indicators for performance monitoring, tracking indicators, and conducting data collection and analysis;
- Capacity to monitor and report project activities to different stakeholders according to stakeholder data needs;
- Proven experience in managing software for data collection and secure data storage and transfer for use in monitoring and evaluation;
- Experience in ensuring informed consent procedures are developed, implemented, and documented;
- Experience in verification processes for results-based financing facilities is required;
- Excellent Microsoft Excel, Access, PowerBI skills;
- Fluency in English and Portuguese is required.

Non-Key Expert 8: Communications and PR Officer

- Bachelor's or master's degree in communications, public relations, journalism, marketing, or a related field;
- At least 4 years' experience in communications and public relations, preferably in development or non-profit sectors;

- Experience in developing and implementing comprehensive communication strategies and PR campaigns;
- Proven ability to manage media relations, including press releases, media inquiries, and interviews;
- Skilled in creating engaging content for various platforms, including social media, websites, newsletters, and reports;
- Experience in organizing events, press conferences, and other public engagements;
- Excellent writing, editing, and proofreading skills with attention to detail;
- Proficiency in using digital marketing tools and platforms, including social media management tools, content management systems, and analytics tools;
- Strong interpersonal and communication skills, with the ability to effectively engage with diverse stakeholders;
- Fluency in English and Portuguese is required.

E. ANNEX 1 – IMPACT METRICS RELEVANT FOR GALS WORK

As GALS implementation is a core aspect of the PRIA activity success, applicants should include in their results framework a clear indication of results to be achieved via GALS that are practical and measurable. Initial outcomes defined in the design stage of the activity include (but should be adjusted and enhanced by applicants):

- ***Outreach*** – As a result of the application of the peer-to-peer method of training, the expected outreach for the duration of the Z-CAP is a minimum of 30% of the overall number of smallholder farmers. At least 10% of the beneficiaries should be certified champions to continue to provide GALS support to smallholder farmers, aggregators and other stakeholders after the Z-CAP implementation is completed.
- ***Improved incomes*** – The GALS implementation is intended to potentially increase SHF incomes including shifts in the use of the household income, even in the absence of household income increase. This could result from access to better markets for their other products outside the selected value chains or better balance between cash and food crops (increased level of nutrition against a baseline measured in collaboration with health authorities the nutritional situation of the selected communities).
- ***Aggregators*** – 60% of the selected aggregators are assumed to have clear plans to continue to use GALS champions after the Z-CAP program implementation. All selected aggregators with strategies and plans to address gender inequality in their businesses (e.g. # of contracts with female/youth smallholder farmers; # of female staff among their extension workers or support team).
- ***Women Economic Empowerment*** – Increased self-reliance, negotiation and decision-making capacity over household resources and taking decisions related to their livelihoods; Increased organizational capacity, particularly in the use of financial resources (i.e. number of women in VSLA groups or managing saving groups); shifts in resisting/rebelling husbands' authority and ability to negotiate a more collaborative relationship through the development of family goals and being supportive in individual ones; shift in traditionally owned properties (pots, cups, plates, clothes, fake jewelry)

to more valuable assets (cattle, motorbikes, bicycles, land, developing irrigation schemes, new business or expansion of their business and control over their own income); recognition of women's financial contribution to the household; increase in women's mobility; reduction in gender-based violence.

- **Time Resource** – Time is usually a big constraint for women to access resources like training, participating in groups, etc. Shifts in male engagement in caring activities to reduce the burden on women and, create space for healthier and happier relationships between couples and the household at large even in polygamous households; shifts in male participation in agriculture activities perceived as female responsibilities.
- **Social Inclusion** – Number of events held to engage rural youth; shifts in the poverty/vulnerability diamond – number of people disaggregated by gender and age that moved up in the diamond.
 - (a) **Wellbeing** – Number of champions with better housing; investment in children's education; investments in spousal education; investments in mobility (bicycles, motorbikes, vehicles); number of smallholder farmers that grew their business; level of diversification of income; ability to save; improvement in nutrition situation; number of people with DUATS (individual and collective).
 - (b) **Agricultural sustainability** – Number of champions trained in practices that enhance soil health and help ensure the sustainability of agricultural production.