

FENAGRI STRATEGIC PLAN 2022 – 2024



FENAGRI

DATASHEET

Title: Strategic Plan of the National Federation of Agricultural Associations of Mozambique (FENAGRI) 2022 – 2024

Made by:



Av. 24th of July, No. 2373, 7ºFloor, D. Porta No 21880

Maputo – Mozambique

✉ Email: admin@fenagri.co.mz or info@fenagri.co.mz

🌐 Website: www.fenagri.co.mz

INDEX

Contents	Pages
LIST OF ABBREVIATIONS AND ACRONYMS.....	I
PREFÁCE.....	II
EXECUTIVE SUMMARY	III
1. INTRODUCTION.....	1
2. FENAGRI PRESENTATION	2
2.1. BRIEF HISTORY OF FENAGRI	2
2.2. VISION, MISSION, VALUES AND THEMATIC ISSUES OF FENAGRI	4
3. FENAGRI'S STRATEGIC OBJECTIVES IN THE 2022-2024 PERIOD	6
3.1. DESCRIPTION OF STRATEGIC OBJECTIVES	6
3.2. EXPECTED RESULTS.....	11
4. OPERATIONAL PLAN.....	12
6. PLAN OF MONITORING AND ASSESSMENT	15
7.7. SCHEDULE OF ACTIVITIES	18
8. RISK ANALYSIS	26
9. PLANNING, MONITORING AND EVALUATION	28
<i>ANNEX 1: ORGANIZATIONAL STRUCTURE</i>	31
<i>ANNEX 2: FENAGRI'S CURRENT STRATEGIC PARTNERS</i>	32
<i>Annex 3: Current FENAGRI Members</i>	34

LIST OF ABBREVIATIONS AND ACRONYMS

BM	Bank of Mozambique
CCM	Mozambique Chamber of Commerce
FAO	United Nations for Food and Agriculture Organization
FAN	Foundation for the Improvement of the Business Environment
FDA	Agrarian Development Fund
FRUTISUL	Mozambican Fruit Growers Association
GIZ	German Cooperation
ICM	Mozambican Cereals Institute
MADER	Ministry of Agriculture and Rural Development
MCC-MEF	Millennium Challenge Compact - Ministry of Economy and Finance
OE	Strategic Objective
PE	Strategic plan
SDAE	District Service of Economic Activities
SPEED	Program for Economic and Business Development
UNAC	National Union of Peasants



PREFACE

The current Strategic Plan (SP) seeks to guide FENAGRI, suggesting strategic and good practices for being applied in each of its areas of activity, contributing to the dynamism of agricultural value chains in Mozambique.



FENAGRI's Strategic Plan aims to guide the organization towards promoting the development of the agricultural sector with tangible strategic in a specific period of time, fitting into the instruments of planning, monitoring and evaluation, at the same time guaranteeing the operationalization and support mechanisms in the development of the agribusiness and agro processing sectors in Mozambique.

The Strategic Plan (PE) is aligned with the Government's Five Year Plan, as well as the 2030 Agenda – Sustainable Development Goals and other specific legal and programmatic provisions to promote agricultural development in Mozambique. The strategy elaboration process was consultative, involving contributions from FENAGRI members and strategic partners.

Maputo, March 2022

The Chairman of FENAGRI



(Hemani Mussanhane)

EXECUTIVE SUMMARY

This Strategic Plan was established for a horizon of three years - 2022 - 2024 of FENAGRI and is structured around three objectives, namely: (i) Boosting Production with Quality, Productivity and Boosting the Functioning of Value Chains; (ii) Promote Good Governance and Improve Communication, Lobbying and Advocacy Strategies; and (iii) Promote the Development of Capacity and Organizational and Institutional Sustainability of FENAGRI.

This EP seeks to guide FENAGRI, suggesting strategic interventions to boost the development of the agricultural sector and ensure that its actions will stimulate agricultural production and promote agricultural industrialization and commercialization, at the same time ensuring the dynamization of agribusiness value chains in Mozambique.

The Strategic Plan is characterized by its objectives that, more than realistic and tangible, also fit into the Government's Five Year Plan 2020 - 2024 and, equally, align with at least 4 objectives of the objectives of the 2030 Agenda for Sustainable Development (Equality on Gender, Zero Hunger and Sustainable Agriculture, Action against Global Climate Change and Industry, Innovation and Infrastructure).

For the implementation of this Strategic Plan, it is estimated that an estimated cost of 80,892,000.00 MZN (Eighty Million, Eight hundred and Ninety Two Thousand Meticaís) equivalent to USD 1,224,492.31 (One Million Two Hundred Twenty Four Thousand Four Hundred Ninety Two and Thirty One Cents US Dollars) will be required.



1. INTRODUCTION

The present Strategic Plan, belonging to the National Federation of Agricultural Associations of Mozambique (FENAGRI), has as its general objective to guide the organization in promoting the development of the agricultural sector, through assistance, the increase of production and productivity of agrarian companies through the adoption of appropriate technologies. It sets strategic objectives and the organization's goals for the years 2022-2024. As a guiding instrument, it also presents the strategic actions and key performance indicators that will guide the various initiatives and activities.

The Plan was designed based on in-depth knowledge and experience acquired over the years of FENAGRI's existence in pursuit of its mission and vision.

The successful implementation of this plan is based on four critical factors: the programmatic strategy adopted, the financial sustainability of the organization, the optimization of communication and marketing, and institutional development. However, for its implementation, three strategic objectives were defined, namely:

Strategic Objective I: To boost Production with Quality, Productivity and Dynamization the Functioning of Value Chains;

Strategic Objective II: To promote Good Governance and Improve Communication, Lobbying and Advocacy Strategies; and

Strategic Objective III: To promote the development of the Capacity and Organizational and Institutional Sustainability of the FENAGRI.

In methodological terms, for the elaboration of this guiding instrument, an internal diagnosis of FENAGRI was previously made, a general analysis of the agricultural sector in Mozambique, an analysis of relevant documents such as the Government's Five-Year Program 2020 - 2024, the 2030 Agenda for Sustainable Development¹, just to name a few.

¹The 2030 Agenda is a broad and ambitious agenda that addresses various dimensions of sustainable development (socio, economic, environmental) and that promotes peace, justice and effective institutions.

2. FENAGRI PRESENTATION

The National Federation of Agricultural Associations of Mozambique (FENAGRI) is a non-profit collective entity governed by private law, endowed with legal personality with administrative, financial and patrimonial autonomy, representing organizations in the agricultural sector in Mozambique and contributing to the promotion and development of the country's agricultural sector, in particular small and medium-sized national agricultural companies.

The FENAGRI was registered at the Conservatory of Entities and published in the Bulletin of the Republic, Series III, N° 33 of April 24, 2013.

The FENAGRI is an associative body of national scope, whose activities are directed to the development of the agricultural sector in Mozambique, concerning:

- Conception of global, integrated and strategic plans for the sector;
- Coordination of macro-economic actions in the sector; and
- Defense of the interests of agrarians in Mozambique.

The FENAGRI has its headquarters located in Maputo and its intervention area extends to the entire national territory, collaborating and participating in other organizations at an international level.

2.1. Brief History of FENAGRI

FENAGRI is a strategic sectoral initiative, created with the objective of filling the gaps that emerged with the nationalization of land during the post-independence agrarian reform and to potentiate the exploitation of the existing potentialities in the sector in Mozambique, thus contributing to the economic development of the country, in particular the farmers, through the creation of collective and coordinated dynamic synergies.

Among several, FENAGRI's main objectives are the following:

- Represent the agricultural sector before the government, private partners and development partners;
- Represent and intercede for the sector in the dialogue with the government and partners and in the management of public policies with an impact on the sector;
- To promote and support the development of the agricultural sector in the country, which includes the subsectors of agriculture, livestock, poultry, forestry, beekeeping, fish farming, fruit farming, among others;
- Stimulate associativism and support the strengthening of organizations representing the various agrarian subsectors;

- Support the development of producers at their various levels, namely commercial, emerging and small producers, particularly the family sector;
- Support the improvement of competitiveness and the integration of producers and micro, small, and medium-sized companies in the various value chains and their active participation in national, subnational, regional and international markets;
- Support the industrialization of the agricultural sector;
- Provide agrarian companies (micro, small, medium and large) with the necessary support for their continued stability in the face of global market dynamics and the effects of climate change; and
- Contribute to the inclusive and sustainable development of the sector.

The National Federation of Agrarian Associations understands that the fight to eradicate hunger, achieve food security and improve nutrition in Mozambique necessarily involves reorganization and multilateral support of the Agrarian sector. Likewise, it is FENAGRI's understanding that individual initiatives in the agricultural sector must be completed and reinforced in a principle of collective effort and coordinated by the National Federation of Farmers.

FENAGRI carries out various activities for the development of the sector and promotion of the various agribusiness value chains, serving associate members in:

- Technical, business and cultural enhancement of associates through the provision of services, colloquia, internships, study visits and exchanges with similar organizations;
- Ensure technical support and provision of services to members;
- Inclusion in the creation of circuits for processing and/or marketing agricultural products.

2.2. Vision, Mission, Values and Thematic Issues of FENAGRI

VISION

- ❖ To be a reference in the implementation of production technologies and the provision of specialized services to its members.



MISSION

- ❖ Promote the development of the country's agricultural sector;
- ❖ Defend and represent the economic category of the agribusiness sector, inspired by solidarity, social, free enterprise, property rights, the market economy and the interests of the country;
- ❖ Coordinate the activities of associations and agrarian producers, mainly in the search for solutions to issues related to the sector's activities;
- ❖ Stimulate associations and agrarian producers for projects that enable the economic and resilient development of the sector;
- ❖ To seek, through technical assistance, an increase in production and productivity of small, medium and large agrarian companies, through the adoption of appropriate technologies



4

VALUES

In all of its activities, FENAGRI is guided by the following principles:

- ❖ Confidence
- ❖ Loyalty
- ❖ inclusiveness
- ❖ Integrity
- ❖ Innovation
- ❖ Excellence
- ❖ Intellectual freedom
- ❖ Essence
- ❖ Respect



- ❖ Individual and collective responsibility;
- ❖ Professionalism
- ❖ Transparency

OBJECTIVES

- ❖ Promote and develop the agricultural sector in the country;
- ❖ Stimulate the associations and the producer of the agricultural sector for projects that enable the economic development of the sector, and seek, through assistance, the increase of production with quality and the productivity of agrarian companies through the adoption of appropriate and resilient technologies.



5

THEMATIC ISSUES

- ❖ Agriculture;
- ❖ Livestock;
- ❖ Agribusiness;
- ❖ Agro-Livestock;
- ❖ Aviculture;
- ❖ Beekeeping;
- ❖ Bioenergy;
- ❖ Infrastructures;
- ❖ Environment;
- ❖ Rural credit;
- ❖ Land reform;
- ❖ Extension and Research
- ❖ Access and appreciation of land;
- ❖ Animal and plant health;
- ❖ Market and export.



3. FENAGRI'S STRATEGIC OBJECTIVES IN THE 2022-2024 PERIOD

As a result of the institutional and functional analysis carried out and based on the activities developed by FENAGRI over the last few years and the contributions of members and partners in relation to this Strategic Plan, this section defines the strategic objectives and describes all the strategic actions that should be carried out over the next 3 years to achieve them.

Bearing in mind the vision and mission, with the present EP designed for the period 2022-2024, FENAGRI intends to be a leading player in promoting the development of the agricultural sector and boosting the agribusiness value chains in Mozambique. The Plan is organized according to the three Strategic Objectives (OE) of FENAGRI presented below:



3.1. Description of Strategic Objectives

The objectives designed for the present strategic plan were selected with the aim of improving the performance in the operation of FENAGRI, guaranteeing that it operates in a sustainable and efficient way.

The first strategic objective is as follow:

STRATEGIC OBJECTIVE I**“BOOST PRODUCTION WITH QUALITY, PRODUCTIVITY AND DYNAMIZATION THE FUNCTIONING OF VALUE CHAINS”**

In order to achieve this strategic objective, FENAGRI should invest in the definition and development of activities that have a direct and significant impact, both in increasing the productive and transformative capacity of agricultural products at a national level, in an economically and environmentally sustainable way, as well as in the creation of horizontal synergies to boost selected value chains culminating in better market access. These objectives can be achieved by FENAGRI by carrying out the following strategic actions:

- Strengthen coordination and collaboration ties with associations representing different agrarian circles and operators;
- Promote investment in the added value industry of products produced in strategically selected value chains at national level;
- To promote the harmonization of investments in aspects of quality and economy of scale in the production and commercialization of agricultural products;
- Promotion of actions that contribute to the prevention of disasters and the mitigation of climate change;
- Promoting training and training for technical personnel, members and main stakeholders in matters related to agro-ecological and sustainable production, good production, marketing and negotiation practices, techniques for improving the quality of agribusiness products, development of producer organizations, agro- processing, commercial agriculture, modern cooperativism, among others;
- Promotion of attractive rural development initiatives for young people and for their permanence as active actors in the practice of commercial and family farming in Mozambique;
- Boost productivity in agricultural value chains with a view to increasing sectoral profitability and minimizing external dependence on food and increasing exports of National Products;
- Contribute to the improvement of financing for the agricultural sector and, in particular, collaborate with banks to facilitate access to credit at relatively favorable rates for the promotion of the agricultural sector;
- Mobilize support for the installation of agro-processing industries (with duly certified products) in the various areas of activity;
- To promote and assist agrarian operators to have better access to national, regional and international markets.

STRATEGIC OBJECTIVE II

PROMOTE GOOD GOVERNANCE AND IMPROVE COMMUNICATION STRATEGIES, LOBBYING AND ADVOCACY

It is fundamental responsibility of FENAGRI to invest in the development of activities that promote the continuous maintenance of good governance, good flow of information, lobbying and advocacy with a view to ensuring the improvement in the performance of value chains, with the main focus being to influence the improvement, dissemination of legislation and subsidize the government and competent institutions in decision-making and in the establishment of measures aimed at growth in the sphere of the agricultural sector. To achieve this strategic objective, FENAGRI should develop the following actions:

- Advocate for harmonizing, approving and implementing policies, regulations and government and private investments necessary to build capacity in each of the functions necessary for the development of the agricultural sector;
- Formulate strategies and proposals to be submitted to the government and other key stakeholders with a view to relaunching agricultural production and boosting national agro-processing;
- Make efforts to face the barriers to trade (tariff and non-tariff) that affect the sector, with a view to encouraging sustainable and quality agricultural production;
- Promote the definition of agricultural, industrial and commercial development policy in selected value chains;
- Access to information and dissemination of domestic and sector legislation to members;
- Collection, compilation and dissemination of relevant information on agricultural market opportunities, inputs, agro-processing and relevant value chains to members and other relevant stakeholders;
- Improve the flow of information, communication and coordination between members, stakeholders in the sector;
- Design, dissemination and implementation of campaigns to disseminate educational messages on:
 - ✓ Education and nutritional health and gender;
 - ✓ Agribusiness and agro-processing;
 - ✓ Lines of financing the existing studies.
- Encourage and support associates in the restructuring and organization of their activities, with a view to strengthening their contribution to the development of the sector and to making them more commercially competitive;
- Facilitate linkages for access to finance through the creation of strategic partnerships with District Services for Economic Activities (SDAES), leading credit and financing

institutions along the agricultural sector value chains at national, regional and global levels;

- Promote and participate in fairs and other similar events to promote products of its members;
- Creation of a platform for the collection, management and dissemination of data on trends in demand and supply of agricultural products, reference prices of products, input market, production, pre-processing and nutritional conservation of products in selected value chains;
- Develop a report card in training program that will serve as a FENAFRI magazine in the future and strengthen the relationship with the media;
- Develop a FENAGRI website.e apoiar os associados na reestruturação e organização das suas actividades, com vista a fortalecer o seu contributo no desenvolvimento do sector e para que sejam mais comercialmente competitivos;
- Facilitar ligações para o acesso ao financiamento através da criação de parcerias estratégicas com Serviços Distritais de Actividades Económicas (SDAES), principais instituições de crédito e financiamento ao longo das cadeias de valor do sector agrário a nível nacional, regional e mundial;
- Promover e participar em feiras e outros eventos similares para promover produtos dos seus membros;
- Criação de uma plataforma de recolha, gestão e divulgação de dados sobre tendências de procura e oferta de produtos agrários, preços de referência de produtos, mercado de insumos, produção, pré-processamento e conservação nutricional de produtos em cadeias de valor seleccionadas;
- Desenvolver um boletim informativo que futuramente sirva de revista da FENAFRI e fortalecer a relação com os média;
- Desenvolver um website da FENAGRI.

STRATEGIC OBJECTIVE III**"PROMOTE THE DEVELOPMENT OF FENAGRI'S ORGANIZATIONAL AND INSTITUTIONAL CAPACITY AND SUSTAINABILITY"**

The effective and successful implementation of the Strategic Plan 2022-2024, requires from FENAGRI a significant reinforcement of its institutional capacity in order to ensure the existence of adequate team, resources, systems, policies and procedures to facilitate the achievement of its mission, vision and objectives set for the next three years. In view of this, FENAGRI should increase institutional capacity through the strengthening and development of its management tools and the capacity of its human resources in order to better serve the interests of its members, partners and other interested publics.

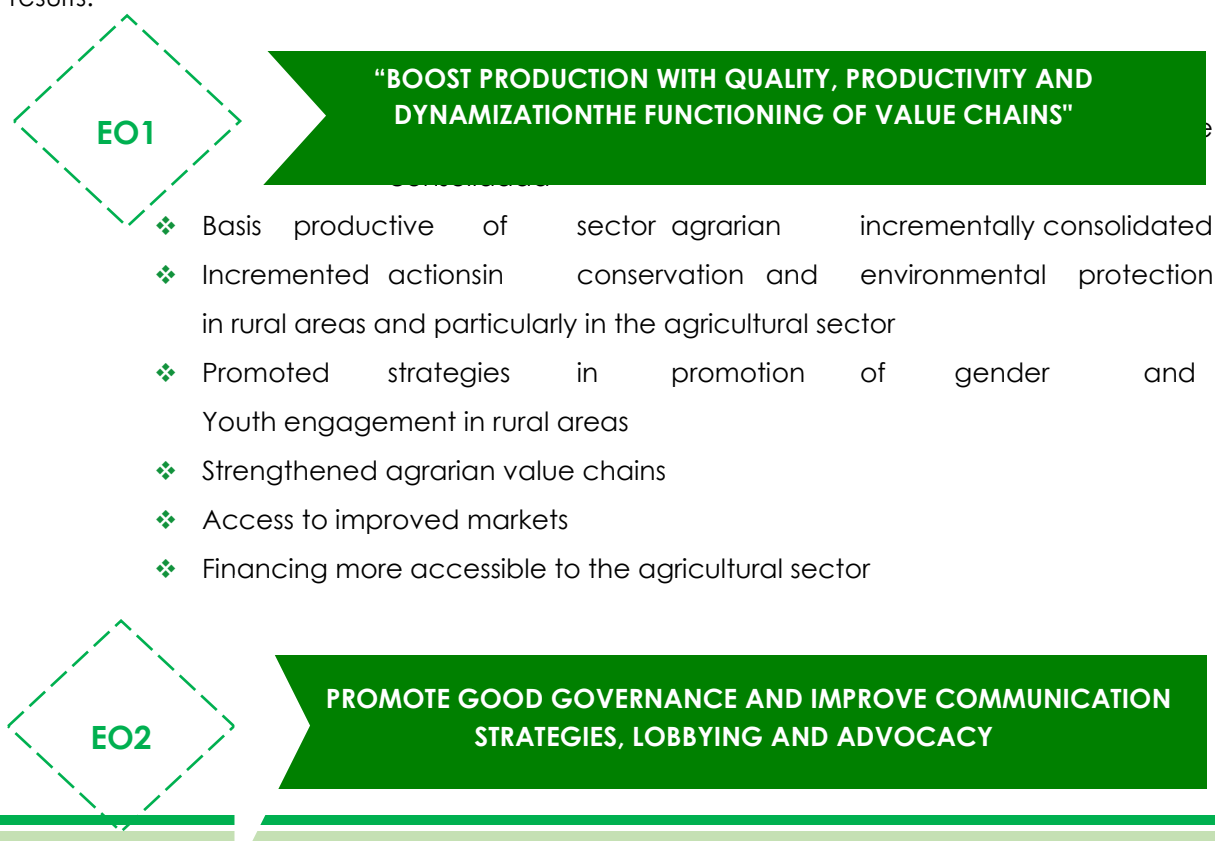
FENAGRI should focus on carrying out the following strategic actions:

- Reform/reorganize institutional capacity in order to ensure the existence of adequate staff, resources, systems, policies and procedures to facilitate the achievement of the organization's mission and vision;
- Establishment of a plan for reviewing and updating normative documents:
 - ✓ FENAGRY statutes.
 - ✓ Manual of financial policy and procedures.
- Establishment of a periodic plan to carry out an internal diagnosis of the organization to identify the main needs of FENAGRI and evaluate the progress and impact of the projects implemented by the organization;
- Mobilize financial resources to ensure the development of activities proposed in this Strategic Plan;
- Capacity building of FENAGRI's technical staff in technical and budgetary design of projects aligned to FENAGRI's strategic areas;
- Creation of regional representations (northern, central, southern regions) with a view to attracting and/or attracting new members nationwide;
- Train its employees to improve the provision of services to its members in the areas of:
 - ✓ Design, monitoring and evaluation of projects;
 - ✓ Research and extension;
 - ✓ Procurement
- Sensitization of members on relevant cross-cutting issues of HIV/AIDS, Gender, Nutrition and Environment and on public health (COVID-19, tuberculosis and malaria);

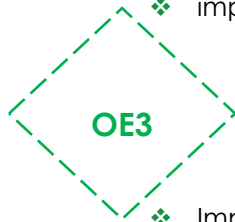
- Create partnerships with strategic and relevant entities (Government, NGOs, Banks, Private Sector and other organizations that deal directly or indirectly with the agricultural sector and biodiversity conservation);
- Promote the empowerment of women and young people in FENAGRI member associations;
- Creation of a private company within FENAGRI (named FENAGRI INVESTIMENTOS, SA.) to assist in the implementation of FENAGRI projects and/or services;
- Provision of services to its members in:
 - ✓ Aconselhamento jurídico e fiscal;
 - ✓ Assistência técnica;
 - ✓ Produção de Planos de Produção, Planos de Marketing, Manuais de Boas Práticas;
 - ✓ Criação/Promoção de uma feira agrícola anual (pelo menos uma feira por cada província anualmente), para melhorar a visibilidade da FENAGRI e gerar receitas;
 - ✓ Criação de uma plataforma de e-business para dar maior visibilidade aos Associados e receitas para a FENAGRI e para os associados.

3.2. Expected results

The achievement of the strategic objectives mentioned above depends exclusively on the development of a set of activities that should lead FENAGRI to achievement of the following results.



- ❖ Established and operationalized a communication and visibility strategy and plan
- ❖ Established a lobbying and advocacy strategy and plan
- ❖ The PFENAGRI's corporate and executive bodies
- ❖ Enhanced and consolidated the services offered by FENAGRI to its members (eg e-business platform to promote goods and services of FENAGRI Associates)
- ❖ Conducted effective communications and dialogues for the
- ❖ improving the performance and visibility of the agricultural



PROMOTE THE DEVELOPMENT OF FENAGRI'S ORGANIZATIONAL AND INSTITUTIONAL CAPACITY AND SUSTAINABILITY

- ❖ Improved the governmental, technical and operational management capacity of FENAGRI's corporate and executive bodies
- ❖ Enhanced and consolidated the services offered by FENAGRI to its members (eg e-business platform to promote goods and services of FENAGRI Associates)
- ❖ Associative platforms for representation and direct support to producers were strengthened;

Created and operationalized a FENAGRI sustainability strategy and plan.

4. OPERATIONAL PLAN

STRATEGIC OBJECTIVE I - BOOST PRODUCTION WITH QUALITY, PRODUCTIVITY AND DYNAMIZATION THE FUNCTIONING OF VALUE CHAINS				
Expected Results	Performance Indicators	Goal	Means / Sources of Verification	Responsible / Coordination
1.1. Incrementally consolidated agricultural sector productive base	a) % plus the number of producers with land use and benefit titles (DUAT); % of producer organizations created (e.g. associations, cooperatives, agrarians houses)	a) 20%; b) 20%	DUAT Document	FENAGRI
1.2. Increased conservation and environmental protection actions in rural areas and particularly in the agricultural sector	Increased number of farmer associations reporting increased number of producers using conservation and environmental protection techniques and environmental protection	All associations affiliated to FENAGRI	Report of the Association's visit to the producer or inquiry made by the Association	Member association
1.3. Strategies to promote gender and youth engagement in rural areas promoted	Guiding document on gender promotion shared by members	At least two guiding documents shared, one on gender and the other on youth engagement in rural areas	Documents approved by the Governing Board and confirmation of the medium used to share	FENAGRI
1.4. Strengthened agrarian value chains	Number of value chains strengthened.	At least two value chains strengthened nationally	Program designed and signed agreements	FENAGRI

1.5. Access to improved markets	Number of products which increased their volume of sales including exports resulting from the support provided by FENAGRI	At least two products	Export documents	FENAGRI
1.6. More affordable financing for the agricultural sector	Financing mechanisms made more accessible to producers under the facilitation of FENAGRI	At least 1 funding mechanism made accessible	Programmatic or informative document of the funding entity	FENAGRI/ENTIDADE FINANCIADORA

STRATEGIC OBJECTIVE II - PROMOTING GOOD GOVERNANCE AND IMPROVING COMMUNICATION, LOBBYING AND ADVOCACY STRATEGIES

Expected Results	Performance Indicators	Goal	Means / Sources of Verification	Responsible / Coordination
2.1. Established and operationalized a communication and visibility strategy and plan	Document of the strategy and communication plan created	Document of the strategy and communication plan created	Communication strategy and plan document	FENAGRI
2.2. Established a lobbying and advocacy strategy and plan	Document of the Lobbying and Advocacy Strategy and Plan created	Document of the Lobbying and Advocacy Strategy and Plan created	Lobbying and advocacy strategy and plan document	FENAGRI
2.3. Effective communications and dialogues were conducted to improve the performance and visibility of the agricultural sector	Dialogues executed with other national business, partner and government platforms	At least 2 dialogue initiatives conducted	Minutes or reports of meetings or events	

STRATEGIC OBJECTIVE III: CAPACITY BUILDING AND ORGANISATIONAL AND INSTITUTIONAL SUSTAINABILITY OF THE FEDERATION

Expected Results	Performance Indicators	Goal	Means / Sources of Verification	Responsible / Coordination
3.1. Improved the governmental, technical and operational management capacity of FENAGRI's corporate and executive bodies	Corporate and executive bodies with the best level of execution of their annual plans	Level of achievement of 75% of the plans and goals outlined	Monitoring and evaluation reports	FENAGRI
3.2. Increased and consolidated the services offered by FENAGRI to its members (e.g. e-business platform to promote goods and services of FENAGRI members)	Number of new services offered by FENAGRI to its members	At least 2 new services created for members	Information document or message about the new service	Governing Board
3.3. Associative platforms for representation and direct support to producers were strengthened;	Number of agricultural associations with improved capacity to assist their members	At least 2 associations with better services or added services provided to their members	Program document on services	Member Associations
3.4. Created and operationalized a FENAGRI sustainability strategy and plan	Document of FENAGRI's strategic plan	Strategic Plan Document	Physical or digital document of the Strategic Plan	FENAGRI

6. PLAN OF MONITORING AND ASSESSMENT

Strategic Objective	Immediate Results (Outputs))	Indicator	Degree of Implementation(Mark with X)			Medium Evaluation Term. What aspects to improve?
			Accomplished	Accomplished Partially		
PRODUCTIVITY AND DYNAMIZING THE FUNCTIONING OF VALUE CHAINS	Expected Results 1					
	1.1. PRODUCTIVE BASE OF THE AGRICULTURAL SECTOR INCREMENTALLY CONSOLIDATED	a) % Increased of the number of producers with titles of use and land use (DUAT); b) % of organizations of created producers (eg. associations, cooperatives, agrarian houses)				
	1.2. 1.2. Increased conservation and environmental protection actions in rural areas and particularly in the agricultural sector	Increased number of agrarian associations that report the increase in number and Producers using techniques of conservation and environmental protection				
	1.3. Promotion strategies promoted gender and youth engagement in countryside	Guiding document of gender promotion shared by members				
	1.5. Improved market access	Number of products which increased its volume of sales including exports resulting from the support provided by FENAGRI				

	1.5. Improved market access	Number of products which increased its volume of sales including exports resulting from the support provided by FENAGRI				
	1.6. More affordable financing for the agricultural sector	Financing mechanisms made more accessible to producers under the facilitation of FENAGRI				
PROMOTE GOOD GOVERNANCE AND IMPROVE STRATEGIES OF COMMUNICATION, LOBBYING AND ADVOCACY	Expected Results 2					
	2.1. Established and operationalized a communication and visibility strategy and plan	Document of the strategy and communication plan created				
	2.2. Established a lobbying and advocacy strategy and plan	Document of the Lobbying and Advocacy Strategy and Plan created				
	2.3. Effective communications and dialogues were conducted to improve the performance and visibility of the agricultural sector	Number of dialogues held with other national platforms of business, of partners and of the Government.				

DEVELOPMENT ORGANIZATIONAL AND INSTITUTIONAL CAPACITY AND SUSTAINABILITY OF FENAGRI	Expected Results 3					
	3.1. Improved governmental, technical and operational management capacity of the governing bodies and executives of FENAGRI	Corporate and executive bodies with the best level of execution of their annual plans				
	3.2. Strengthened and consolidated the services provided by FENAGRI to its members (ex-e-business platform for promoting goods and services of FENAGRI Associates.	Number of new services provided by FENAGRI to its members.				
	3.3. Associative platforms for representation and direct support to producers were strengthened;	Agrarian associations with best ability in assistance to yours members				
	3.4. Created and operationalized a FENAGRI sustainability strategy and plan	Document of FENAGRI's strategic plan				
	Empowerment of women and youth in member associations	Number of women and young people representing member associations				

Frequency	What to monitor?
Quarterly	Activities of the Annual Activity Plan
Semiannual	Degree of achievement of strategic objectives
Annual	Degree of achievement of strategic goals

7. 7. SCHEDULE OF ACTIVITIES

STRATEGIC OBJECTIVE III: TO BOOST PRODUCTION WITH QUALITY, PRODUCTIVITY AND DYNAMIZATION OF FUNCTIONING OF VALUE CHAINS	TIME (Years)		
	2022	2023	2024
Expected Results 1			
Result 1.1. Incrementally consolidated agricultural sector productive base			
Assistance in improving mechanization, industrialization, technology transfer			
Promote the harmonization of investments in aspects of quality and economy of scale in agricultural production			
Result 1.2. Increased conservation and environmental protection actions in rural areas and particularly in the agricultural sector			
Promotion of actions that contribute to disaster prevention and climate change mitigation			
Result 1.3. Strategies to promote gender and youth engagement in rural areas promoted			
Promote the empowerment of women and youth in member associations			
To promote attractive rural development initiatives for young people and for their permanence as active development actors in rural areas			
Result 1.4. Strengthened agrarian value chains			
Promote the harmonization of investments in aspects of quality and economy of scale in agricultural production			
Result 1.5. Improved market access			
Promote and participate in fairs and other similar events to promote products of its members			
Creation of a platform for the collection, management and dissemination of data on inputs, production, processing and nutritional conservation and marketing of products			
Result 1.6. More affordable financing for the agricultural sector			
Mobilize support for installation of agro-processing industries in various areas of activity			

OBJECTIVO ESTRATÉGICO II: PROMOVER A BOA GOVERNAÇÃO E MELHORAR AS ESTRATÉGIAS DE COMUNICAÇÃO, LOBBYING E ADVOCACIA			
Resultados Esperados 2	2022	2023	2024
Resultado 2.1. Estabelecida e operacionalizada uma estratégia e plano de comunicação e visibilidade			
Formular estratégias e propostas a serem submetidas ao governo e outros interveniente chave com vista a relançar a produção agrária e impulsionar o Agro-processamento nacional			
Promoção de debates sobre vários temas do sector agrário em Moçambique			
Resultado 2.2. Estabelecida uma estratégia e plano de lobby e advocacia			
Advogar pela identificação, harmonização, aprovação e implementação de políticas, regulamentos e investimentos governamentais e privados			
Providenciar apoio jurídico aos associados para a legalização das suas actividades			
Assegurar o alinhamento e complementaridade das acções da FENAGRI com as políticas e programas do Governo			
Contribuir para a integração regional e participação nas actividades da Organização Mundial do Comércio			
Resultado 2.3. Conduzidas comunicações e diálogos efectivos para a melhoria do desempenho e visibilidade do sector agrário			
Envidar esforços para erradicar barreiras aduaneiras que incidem sobre o sector			
Garantir o acesso à informação da tendência do mercado aos associados e disseminar a legislação do sector para os membros e outros intervenientes do sector			

STRATEGIC OBJECTIVE II: TO PROMOTE GOOD GOVERNANCE AND IMPROVE COMMUNICATION, LOBBYING AND ADVOCACY STRATEGIES			
Expected Results 2	2022	2023	2024
Result 2.1. Established and operationalized a communication and visibility strategy and plan			
Formulate strategies and proposals to be submitted to the government and other key stakeholders with a view to relaunching agricultural production and boosting national Agro-processing			
Promotion of debates on various topics in the agricultural sector in Mozambique			
Result 2.2. Established a lobbying and advocacy strategy and plan			
Advocate for the identification, harmonization, approval and implementation of government and private policies, regulations and investments			
Elaboration of policies and procedures/regulations and review of FENAGRI's Statutes			
Establishment of the organization's internal diagnosis system			
Result 2.3. Conducted effective communications and dialogues to improve sector performance and visibility agrarian			
Make efforts to eradicate customs barriers that affect the sector			
Ensuring access to market trend information for members and disseminating sector legislation to members and other stakeholders in the sector			
Expected Results 3			
3.1. Improved FENAGRI's governmental, technical and operational capacity			
Promote education and training to technical staff, members and key stakeholders			
Improve the ability to plan, track, evaluate and document results and changes			
Promote dialogue between associates and partners in order to improve the information and communication system within the sector's actors			
Promote the carrying out and dissemination of studies on relevant topics that may influence the development of the sector and changes in policies and regulations			

Elaboration and procedures/regulations and revision			
Establishment of the organization's internal diagnosis system			
3.2. The services offered by FENAGRI to its members were increased and consolidated (former e-business platform to promote goods and services of FENAGRI Associates)			
Established an e-business platform for promoting goods and services of the Associates of FENAGRI			
Include on the FENAGRI website, a space for the exhibition and contact of the projects and products of the members			
3.4. Associative platforms for representation and direct support to producers were strengthened;			
Encourage and support associates in the restructuring and organization of their activities			
Creating regional representations and attracting new members			
3.5. Criado e operacionalizado uma estratégia e plano de sustentabilidade da FENAGRI			
Establishment of Company FENAGRI INVESTMENTS SA which will support in execution of projects and services of FENAGRI			
Mobilize financial resources to ensure the development of the activities proposed in this Strategic Plan			

8. RISK ANALYSIS

STRATEGIC OBJECTIVE I: TO BOOST THE PRODUCTIVITY AND DINAMIZATION OF THE FUNCTIONING OF VALUE CHAINS			
Results	Risks	Probability / Impact	Risk Mitigation Strategy
1.1. Incrementally consolidated agricultural sector productive base	Impact of climate change limits consistent increase in productivity and quality	Medium / High	Increased conservation and environmental protection actions in rural areas and particularly in the sector agrarian
1.2. Increased conservation and environmental protection actions in rural areas and particularly in the agricultural sector	Lack of funds to allow the adoption and dissemination of innovative technologies for conservation and environmental protection	High / High	Use available means and continue to disseminate new technologies as far as possible
1.3. Strategies to promote gender and youth engagement in rural areas promoted	Weak readiness of women in the agricultural sector, including women entrepreneurs, to take advantage of new opportunities and continued lack of interest on the part of young people to invest in rural areas	Medium / High	I continue to work with women in the agricultural sector and businesswomen to promote opportunities for them. Changing attitude and posture takes time
1.4. Strengthened agrarian value chains	Lack of interest from large actors in value chains interested in associating with actors with less productive power	Medium / High	Progressive actions to raise awareness and mobilize the different actors of the different value chains
1.5. Improved market access	Growing globalization and competition at a global level continues to limit the access of Mozambican agricultural products to both national and international markets.	High / High	I continue to invest in the production and quality of products as well as in market research
1.6. More affordable financing for the agricultural sector	Risks related to uncertainties in the agricultural sector continue to limit access to finance	High / High	Continuous studies to improve production capacity and risk mitigation

STRATEGIC OBJECTIVE II: PROMOTING GOOD GOVERNANCE AND IMPROVE THE STRATEGIES OF COMMUNICATION, LOBBYING AND ADVOCACY			
2.1. Established and operationalized a communication and visibility strategy and plan	Poor understanding of implementing actors on the relevance of the communication and visibility strategy and its proper implementation	Low/Medium	Continuing training of implementing actors
2.2. Established a lobbying and advocacy strategy and plan	Poor implementation of the lobbying and advocacy strategy and plan	Low/Medium	Continuing training of implementing actors
2.3. Effective communications and dialogues were conducted to improve the performance and visibility of the agricultural sector	Weak systematization in acts of communication and implementation of dialogues	Low / Weak	Continuing training of implementing actors
STRATEGIC OBJECTIVE III: CAPACITY BUILDING AND ORGANIZATIONAL AND INSTITUTIONAL SUSTAINABILITY OF THE FEDERATION			
3.1. Improved the governmental, technical and operational management capacity of FENAGRI's corporate and executive bodies	Weak coherence in the articulation in the functioning of the governing and executive bodies	Medium / High	Continuing training of implementing actors
3.2. Incremented and consolidated these (eg e-business platform for promote goods and services of FENAGRI Associates)	Weak logistical and financial capacity to maintain the quality of services offered to members	Medium / High	Continuing to adopt innovative solutions to mobilize resources for the association
3.3. Associative platforms for representation and direct support to producers were strengthened;	Associativism or associative platforms in continuous and traditional weakness	Medium / High	Continuing training of member associations
3.4. Created and operationalized a FENAGRI sustainability strategy and plan	Poor coherence of the Strategic Plan can lead to poor coherence of actions and poor results	Mean/Average	Conduct a mid-term assessment and make appropriate adjustments

9. PLANNING, MONITORING AND EVALUATION

The planning actions as well as monitoring and evaluation are based on the logical framework of the strategic plan and on the indicators and targets defined in the previous pages.

The Strategic Plan will be materialized through annual activity plans and budget. The annual planning, under the responsibility of the board of directors, must comply with the strategic objectives, actions and results foreseen in this plan, with a view to achieving the established goals.

The template for the activity and management plan and budget is presented on the following pages. In turn, activities will be operationalized through more detailed quarterly plans that will include action schedules and deadlines.

Monitoring and evaluation, ideally under the responsibility of the board of directors, will be carried out on a periodic basis in order to systematically monitor the implementation of activities and the results achieved, allowing corrective actions to be taken or the quality of interventions to be improved.

The monitoring and evaluation system should be guided by a guide/manual establishing the levels covered, the procedures and moments, the transversal and sensitive aspects to be considered, and the responsibilities within the team.

Monitoring will take place at two levels of measurement of the achievement of results, namely at the programmatic-thematic level, including institutional performance, and at the level of activities/projects.

The main moments of evaluation of the Strategic Plan will be:

The mid-term evaluation of the Strategic Plan, with a view to:

Check to what extent the indicators and respective targets are being achieved;

Analyze the effectiveness and efficiency in the implementation of the plan; and

Identify constraints in achieving the objectives for corrections and adaptations during the last period of implementation of the plan;

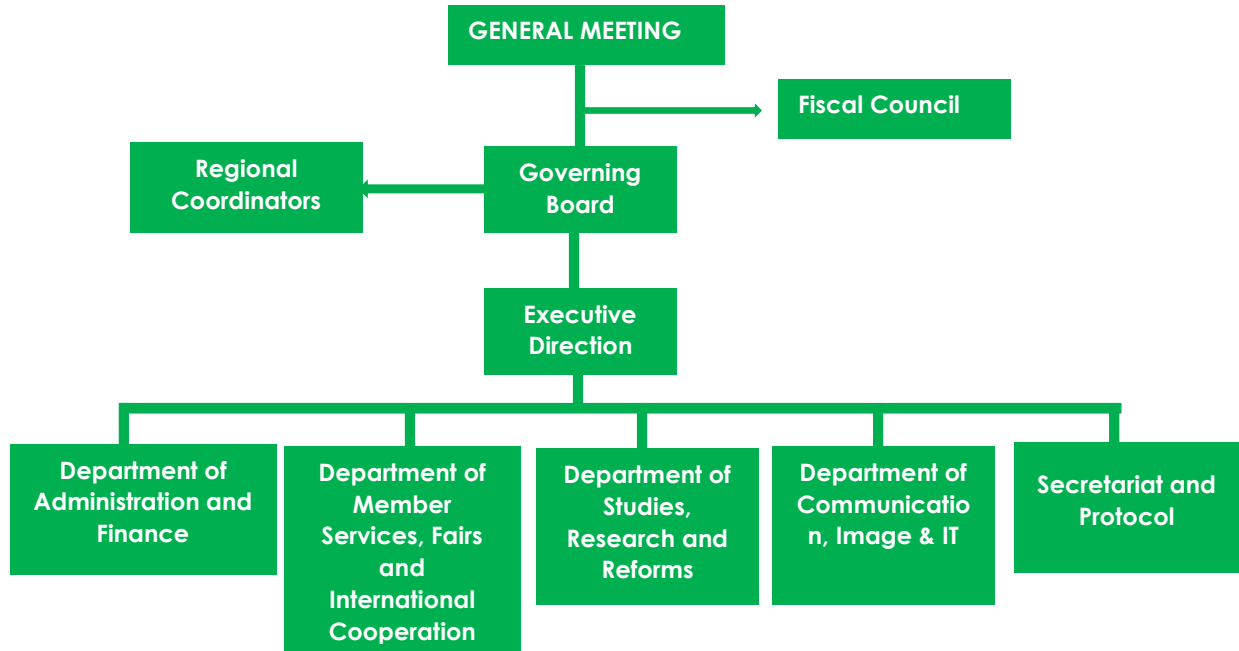
The final evaluation, referring to the performance achieved in the implementation of the plan, the final degree of achievement of the actions and their objectives, the results achieved, lessons learned, constraints and good practices to be promoted.

In addition, monthly and quarterly balance sheet and technical planning meetings will be held. An annual meeting (annual retreat) will be held for the final balance and planning of the next year. The progress of activities and the results achieved will be reported through quarterly, semi-annual and annual reports, on a cumulative basis.

ANNEXES

Annex 1: Organizational Structure

In organizational terms, for the next three years FENAGRI expects to adopt the following organizational chart.



Annex 2: FENAGRI's Current Strategic Partners

As part of the implementation of the strategic plan, FENAGRI will have the support of the following institutions:



The National Federation of Agricultural Associations of Mozambique is a member of the Board of Directors of the Confederation of Economic Associations of Mozambique (CTA) where he is a representative member and leader of the Agribusiness, Nutrition and Food Industry (PANIA) Department and is a member of the Plenary of the Consultative Work Commission (CCT).

FENAGRI establishes several partnerships with public and private entities for the development of the agricultural sector, as well as intends, through this instrument, to become an organization that watches over and represents all associations and/or cooperatives in the sector that integrate all value chains. For the next three years, FENAGRI intends to join, partnerships and create exchanges with other organizations, national associations, regional and international as is the example NATIONAL FARMERS UNION.

Annex 3: Current FENAGRI Members

Ordem	Nome do Membro
1	AAA – Association of Producers of Angónia – Tete
2	AADM – Moamba District Farmers Association
3	AAMG – Magude Farmers Association
4	AAGICONI – Niassa Agro-Commercial and Industrial Association
5	ACB – Beira Commercial Association
6	ADESCA – Association for the Development of Cashew
7	AGRARIUS – Association of Agricultural Producers of Mozambique
8	AGRICOOP – Maputo Farmers Cooperative
9	AGROTEC
10	AMORENA – Association of Rural Women Entrepreneurs of Nampula
11	APROSEL – Association of Seed Producers of Mozambique
12	APAC – Association for the Development of Commercial Agriculture
13	APAMO – Association of Sugar Producers of Mozambique
14	ARPONE – Xai-Xai Irrigators Association
15	AJAM – Association of Young Farmers of Mozambique
16	ASAMA – Manica Farmers Association
17	ASSAGRI – Inhambane Agrarian Association
18	COOPLEITE – Cooperative of Milk Producers
19	COFOMOSA – Farmers Facilitation Committee .SA /MOC
20	FRUTISUL – Association of Fruit Growers of Southern Mozambique
21	FONPA – Cotton Producers Forum
22	EMPREMA – Association of Business Women of Matola
23	INAGRASUGAR
24	Pemba Agro-Livestock Association - Metuge
25	Nhansato Sugarcane Workers Association
26	Malema Farmers Association - Nampula
27	Nhathini Producers Association - Gujja -Gaza
28	Donga Farmers Association
29	MLT – Mozambique Leaf Tabaco
30	AGEM – Association of Economic Agents of Marracuene (in Accession)
31	AMORFET – Mozambican Association for the Promotion of Fertilizers (in Joining)
32	COPAZA – Alta Zambézia Producers Cooperative
33	Grupo Madal