Report of the fifth meeting of the
imGoats Inhassoro Innovation Platform (IP)

10 May 2012

Vuca Interior, Mozambique
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1. Introduction

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

The specific objectives of the project are to:

(a) pilot sustainable and replicable organizational and technical models to strengthen goat value chains in India and Mozambique that increase incomes, reduce vulnerability and enhance welfare amongst marginalized groups, including women; and

(b) document, communicate and promote appropriate evidence-based model(s) for sustainable, pro-poor goat value chains.

In addition to goat keepers, beneficiaries will include other goat value chain actors, including small-scale traders, input and service providers. The project is following innovation systems approaches within a value chain framework. The value chain models will be implemented through the two mechanisms of innovation platforms and producer hubs, which will be comprised of multiple and diverse stakeholders. Innovation platforms (IPs) provide spaces for value chain actors to interact, communicate and act to improve performance of the value chain and with the resulting benefits to the actors. They will also be the mechanism to stimulate joint action to test feasible technical, organizational and institutional interventions for improving the productivity of goats, their marketing and associated service delivery.

Using an appropriate and focused Monitoring and Evaluation framework, the project will document the participatory approaches used, processes followed, outcomes generated and lessons learned to generate research evidence towards the development of goat value chain models that benefit the poor. Lessons learned and opportunities for scaling up and out will be communicated to policymakers and development practitioners.

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

This report provides an account of the fifth meeting of the imGoats Innovation Platform (IP) held on 10th of May in Manussse, Inhassoro district of Mozambique, facilitated by CARE. To monitor innovation processes, it is important to capture the IP meetings as well as the process between the meetings. Activities in between the 4th and 5th IP meeting therefore have been discussed in the IP meeting (section 4) but one topic has been addressed in more detail in section 2: construction of the first improved kraal. Section 4 continues with the IP meeting process and includes the planning of activities for the coming two months and a group discussion on the benefits of the IP and the IP sustainability. The report is concluded with a few lessons learned for designing and facilitating future meetings (section 5).
2. Activities in between 4th and 5th IP meeting

2.1 The first improved kraal

Though specific activities between the 4th and 5th IP meeting have been discussed during the IP meeting and will be described in section 4.3, one activity will be explained in more detail here; the first steps in the construction process of the first improved kraal on Thursday the 26th of April in Chimajane.

In 5 communities, one model farmer has been selected by the producer group. The female goat keeper (and president of the producer group) in Chimajane was the first to build an improved kraal (fig 1). The community members had already collected wood in advance. In addition to the paravet and a few other community members, several CARE/ILRI staff participated: CARE Project officer Amosse Maheme, CARE extension officers Majesso and Faustino, ILRI project manager Saskia Hendrickx, ILRI post doc Birgit Boogaard and Wageningen University students Caren Krul and Yvane Marble.

The improved kraal was not finished in one day, but the first steps were made; measuring and cleaning the area, digging holes and placing the first poles (figure 2).

Figure 1. The female producer in Chimajane where the first improved kraal is built.

Figure 2. First steps in constructing the first improved kraal.
3. Preparations 5th IP meeting

3.1. IP Secretariat

The secretariat consists of four functions: President, Vice-President, Secretary and Councillor. There was a (re)election for the functions during the 4th IP meeting, resulting in the following members:

- **President**: João Nhiuane (Paravet in Nhapele)
- **Vice President**: Ivone Cacilda (Livestock representative for SDAE in Inhassoro)
- **Secretary**: Ernesto Lasse (Buyer in Inhassoro)
- **Councillor**: Daniel Cerveja (Leader of Chimajane)

Between the 4th and 5th IP meeting (15th March and 10th May 2012) the IP secretariat had one meeting in Inhassoro (12th of April) in which all members of the secretariat participated. Annex 1 provides detailed minutes of the meeting. During the meeting the following topics were discussed:

1. Reflection 4th IP meeting
2. Functions and responsibilities IP secretariat
3. Next IP meeting (date and location)

A second meeting with the IP secretariat was planned on Wednesday the 9th of May to prepare the 5th IP meeting (10th of May). However, Ivone cancelled because she had to be involved in preparations for the visit of the Mozambican president to Inhassoro district at the end of May. Counsellor Daniel also cancelled the day before the meeting. Moreover, the meeting was planned in Nhapele, which is about 2.5 hrs drive from Vilanculos. Based on the travel time needed by project staff, as well as other project activities scheduled for the same week, it was decided postpone the secretariat meeting to the next morning the 10th of May and meet with the IP secretariat an hour in advance of the IP meeting. During this short meeting before the IP meeting, João (President) and Ernesto (Secretary) were asked about their ideas for the agenda. Ernesto suggested that the IP members needed to talk about the benefits of the IP and the future of the IP – how to continue without CARE - because this issue has come up several times.

João and Ernesto had expressed their need for support with facilitation and taking notes during the IP meeting (Annex 1). Camila (CARE Peace Corps volunteer) agreed to give support to them in developing their skills. She therefore prepared an information sheet for João with the basic facilitation skills (Annex 2). Before the meeting started, she agreed with João to observe him and give feedback afterwards. She also explained to Ernesto how to take notes during the meeting and would also give him feedback afterwards.

3.2. Preparations for 5th IP meeting

In preparation for the 5th IP meeting, a draft agenda had been shared with the imGoats team members. **Sustainability of the IP** was considered one of the main points of discussion. As addressed in earlier IP reports, CARE is still providing transport and this is not considered sustainable. Moreover, the project is ending in December 2012 which means that – when there is an IP meeting every two months – there will be maximum 3 more meetings after the 5th one. Hence, it is important to think about the sustainability with the IP members. Given the complexity of the problem and the fact that there is no clear solution to this challenge, it was decided to gather the ideas from IP members instead of taking decision or defining concrete actions. The ideas of IP members would
serve as an input for a team discussion on the sustainability of the IP (and possibly formation of hubs). The team designed a group exercise to think about the benefits and sustainability of the IP (Annex 4).

In addition to IP sustainability, it was considered important to present the results of the imGoats baseline study and Value Chain Analysis to the IP participants. A flyer was therefore designed with 7 main findings and actions (Annex 3). The final agenda for the meeting is provided in Annex 2.

The IP President, João, and Secretary, Ernesto, extended invitations based on the participant list. Each therefore received 200 Meticals (about 8 USD) cell phone credit to invite the participants. The meeting was planned for three hours (10:00-13:00), followed by lunch around 12:30. The project covered the costs of the lunch.

4. The fifth meeting of the imGoats Innovation Platform

4.1. Introduction

Ivone (Vice President) and Daniel (Councillor) were absent. João (President) opened the meeting and welcomed everybody to the 5th IP meeting. The meeting was facilitated by João (President IP secretariat) and Amosse (PO) in Xitswa and translated into Portuguese by Faustino (extension officer) for Camila (Peace Corps volunteer), Birgit (ILRI), Yvane and Caren (WUR students).

In total, 39 people were present (see list of participants, Annex 6), in the following stakeholder groups¹:

- 12 producers (1 women, 11 men)
- 10 community leaders / other community position (e.g. ‘chefe da terra’) (10 men)
- 7 paravets (7 men)
- 2 buyers (2 men)
- 8 CARE/ILRI staff (4 men, 4 women)

Unfortunately there was nobody from the government due to preparations for President Gebuza’s visit to Inhassoro district at the end of the month.

João explained the agenda of the 5th IP meeting; to reflect on activities of the past two months, to discuss activities for the coming months and discuss the future of the IP.

¹ Several participants belonged to two stakeholder groups. Paravets, for example, are also producers (selection criterion of the project). Similarly, some community leaders are producers. In this overview, each participant was counted in only one stakeholder group, to avoid double counting.
4.2 Main baseline results and actions
As introduction and recapitulation of the last IP meeting, Amosse started by explaining the ‘information flow’ as discussed in the 4th IP meeting. He therefore used the flipchart of the last meeting (Figure 3). He explained that during the current meeting information will be shared from community/producer groups with the IP participants (activities of the past two months), but that also the CARE team gives feedback to the IP participants about the baseline study that was conducted in August 2011.

Figure 3. Information flow of IP (see report 4th IP)

Subsequently, each participant received the 2-page flyer\(^2\) with the 7 main results and actions to be taken by the project (Annex 4). Amosse explained each finding and action briefly and asked the participants for feedback; what did they think of these findings?

An elderly IP member (community leader of Macovane) mentioned that he did not have much to add; he said he can’t read and write, but that he understood the illustrations. The goats were tethered and that’s how they do it, but they should not do that. He also knows that people don’t give water to the goats and that is not good; people should give water to their goats. He was happy with this flyer, because it is good to raise awareness amongst goat keepers.

The only women of the meeting (producer Joana from Nhapele) mentioned that she was also critical about tethering and not giving water – people should not do that. However, she also mentioned that there are reasons that people don’t give water to their goats; particularly due to a lack of water.

Another producer also agreed that it is good to explain these practices. He changed his practices–his goats now graze freely and receive water–and he can already see the differences: the goats look more beautiful with brilliant skins and shining eyes.

4.3 Activities in the past two months
João (IP president) facilitated the session on activities in the past two months. He asked the participants what had been done in relation to the communal pasture areas and the improved kraals. For every community, one participant presented the main activities and challenges in his/her community:

- Female producer Joana from Nhapele explained that after the last IP meeting she informed the other producers about the decisions taken (she is the president of the producer group). They have identified the communal pasture area and many people are interested in constructing an improved kraal for their goats.
- Paravet Armando in Manusse mentioned that he transferred all the information of the last IP meeting to the producers. People weren’t giving water to their goats, but now they do. They have also identified an area for pasture, but not for all producers. The area they defined is only

\(^2\) There were more flyers than participants. Hence additional copies have been handed out to each participant to distribute in the community/to producers.
for a few producers and other producers are still discussing because the located area is (too) far from their house.

- The member from Cachane did not participate in the last IP meeting. They have consensus about the location of the pasture area. And they have more than 5 people who are interested in constructing an improved kraal.

- The community leader of Vuca Interior returned after the last IP meeting to the community and they identified an area. Though the distance to the area is quite long, the people agreed. However, they have some problems with water supply.

- The community leader from Macovane was not present at the last IP meeting, but he received the information through the paravet. In the meeting about the pasture area in his community, many women participated. These female producers were afraid that their goats would get mixed in the pasture area and they would not be able to recognize the animals afterwards. The community leader mentioned that these women had a ‘cabeça dura’ (were stubborn).

- The community leader of Rumbatsatsa was also not present at the last IP meeting. There was nobody from his community at that meeting due to transport issues (see report 4th IP meeting). The information however, arrived in the community via the CARE extension officer. The situation in his community is a bit complex, because not everybody participates in the communal pasture area. Moreover, there are problems with water; especially when the water is used for humans, it is difficult to use it for goats.

- The paravet from Chitsotso mentioned that they had some problems with the ‘chefe da terra’ in the community. The area the producers want is an area with machambas. The producers identified this area without the ‘chefe da terra’ and now he does not want to agree. João asked if they can’t contact anyone else for support. They contacted the secretary of the community leader, he is willing to meet them, but he did not have time, because he has other obligations. In addition, the promoter of Chitsotso corrected the leader of Macovane; the animals will not be mixed in the pasture area. They are planning to construct kraals close to the area. There will be a kraal for each producer, so the animals can go into the kraal of their owner.

- The community leader of Manusse explained (in addition to the paravet) that they can also do it differently. In Manusse they had a meeting with the leaders in the community and identified the area. Afterwards they convinced the population about the location of the area.

- In Mabime the identified area is a good place, but they also have a problem. The secretary of the community leader is the son of the ‘chefe da terra’ with many cows and goats. He does not want to cooperate with the other producers and he never shows up at meetings. Moreover, they can’t get in touch with their community leader. João mentioned that is not much different from the situation in Chitsotso. The member of Mabime responded that the problem is that their community leader is relatively new (only 2 years) and nobody knows him. He does not want to work with anybody.

- The community leader of Chimanjane explained that there are 2 producer groups and they identified 3 pasture areas. These areas are agreed by the producers. They started to construct an improved kraal close to the pasture area (see section 2.1).

- The community leader of Vulanjane mentioned that they spoke with leaders and extension officers. They have 2 pasture areas. They are waiting for SDAE and the ‘cadastre’ to officialise the document. The producers are informed and know that they are waiting for the government. One person already started building an improved kraal.
João summarized that everybody has different challenges. For those who have difficulties with their leaders he advised not to use force – one day, the leaders will accept. In addition, Amosse asked if anyone had comments. There are several difficulties, for example in some zones producers are not positive about the pasture areas. What did they say?

- In Manusse people are difficult to convince for two reasons: 1) people are very concerned about the security of the animals (theft) and 2) they don’t know who will go daily to the pasture to let the goats in and out of the kraals. They don’t have kids who can do this (due to school).
- In Vulanjane there are some cattle producers. They have a pasture area, kraals and a herder. That is what they also should do it for goats – employ herders who will stay with the goats in the pasture area. The main question is how to organize this. The issue of the theft will never disappear, because goats get stolen even when people keep them in their houses!
- Buyer Ernesto (IP secretary) mentioned that although he’s no producer he has some thoughts about it. If you have improved kraals, that’s much better than tethering goats. He gave an example of a guy who keeps cattle and goats and he keeps them together in the same pasture area. Moreover, improved kraals are made of the same material as our houses. If it’s a planned theft it can always happen. Finally, he said to be thankful to CARE for all interventions. He doesn’t buy goats anymore from someone who walks with a goat along the road [this goat could be stolen]. ‘We need to be an example, because CARE will leave in time’ he said.
- In Vuca Interior a different situation occurred. In the beginning many people participated in the project because they expected to receive something [goats of improved breed], because of history in the community (receiving cattle and goats). But then they didn’t receive anything and many people left the group. A small group was left, consisting of producers who were really motivated to improve their goat keeping. This worked very well. He [this producer] did not receive any goat, but his number of goats increased. Now he has about 60 goats and it keeps increasing. Subsequently, the other producers are gradually coming back. The few people who stayed only wanted support, they don’t expect to receive other things. The others now are starting to understand that it is not about receiving things – thanks to CARE.

Amosse responded with a brief update about CARE activities:

- He summarized that participants now understand that to make a difference we need examples – people who go in front, then others will follow. You make it, and others will copy.
- With regard to theft he mentioned that he spoke to Vincente Zefanias, head of Provincial Livestock Services (SSP), about registration books (‘cadernetas’ in Portuguese, identification forms for animals) and other ways to mark animals (e.g. tattoo). Registration and identification of animals can also help to prevent theft.
- He mentioned that some communities are waiting for the government to register the communal pasture area. Each community therefore needs to compose a letter to apply at the government. They can give this letter to the CARE extension officer.
- It is better to organize collectively and then ask for things (e.g. water, fences) simultaneously at the government. The leader of Vulanjane confirmed this, but also said that people can contribute themselves, for example for water. If a borehole costs 5000 meticals everybody can contribute a bit. It is better to work in a group (collectively) than alone. Amosse confirmed, but also mentioned that is very important to do things step by step. You can’t solve everything at once.
- With regard to improved kraals, CARE will supply nails next week.
4.4 Activities for the coming two months
Amosse facilitated this session and started with the goat fairs for June. He informed the participants that the Inhassoro and Vilanculos markets are currently facing some issues. One buyer slaughtered a goat in the morning, but by to 15:00 hrs that day he had only sold 3 kilos. Buyer Ernesto (IP secretary) also only sold a few kilos. Amosse explained that the project also works with buyers from Massinga. If they don’t have goats available in the area, they ask for goats from Vilanculos. In addition, the project conducted a study and spoke with buyers in Maxixe. It will be explored what are possibilities to work with them so that they buy goats in Inhassoro district.

Subsequently, Amosse explained that- as agreed in the 4th IP meeting- the next fair(s) will be around the 25th of June (Mozambique Independence Day). During the last fairs there were communication problems with the paravets. They said ‘we have goats’, but were not able to say the number. Instead, they should coordinate better and know how many animals there are for sale in their community, so the information is complete. Birgit suggested to define some dates and– if possible– some of the locations for the next fairs. The following dates and locations for goat fairs were agreed:
- 20th of June: Zone of Rumbatatsatsa
- 21st of June: zone of Manusse
- 22nd of June: Zone of Vulanjane

Roberto said that they should not forget to inform about the availability of the goats. Each paravet needs to contact his producers to know the availability in his area. Amosse recommended that they also could to weigh the animals in advance so that buyers know how much money to bring. It was agreed that the producers will provide this information before the 15th of June. Roberto emphasised that communication should be two-way; the buyers also need to tell how many goats they want.

An IP member from Tiane mentioned that producers in small groups (2-3 producers) can make a fenced area in the communal pasture area. By doing this, they can control each other’s goats. He said it was much better to fence a few small areas instead of a whole area at once. Moreover, he said they need to think about more sustainable ways of fencing, e.g. by using local materials.

The community leader of Vulanjane asked if the paravets/IP members could have the telephone numbers of the buyers so they can contact the buyers directly. Buyer Rafaelo from Maxixe said that’s no problem. They can exchange numbers.

Thereafter the discussion diverted (again, like the 4th IP meeting) to improved breeds. Though this was not part of discussion, but it was considered important to let the people discuss this issue (see Box 1, follow-up of Box 2 in 4th IP report).
4.5 Future of the Innovation Platform

Amosse started the session by explaining that the current had been the 5th IP meeting and that it is a good time to evaluate the IP; what does the IP bring you? He explained the exercise (Annex 5), which consists of three questions:

1) What are the benefits of the Innovation Platform to date?

2) What would be the challenges to maintain the IP without project support?

3) How could these challenges be overcome?

He asked participants to do the exercise with their respective stakeholder group and present to other participants afterwards. Each presentation is summarized below.

Community leaders

- Benefits: 1) The way goats are commercialization (sold) improved, 2) Exchange of experiences and information between people (stakeholders) about improved production. Many different topics have been discussed like tethering, watering and selling of goats.

- Challenge: Modes of transport. Distances between participants are large (‘deslocação’).

- Solution/ proposal: Maybe there should be a fund to pay for transport costs. The producers can for example pay a fee at the goat fairs when they sell a goat.

Producers

- Benefits: 1) We were disorganized, but with CARE this is much improved. They also showed we have to treat our animals and give water – we know that now. Our sales are good – at right prices – and we like the use of the weighing scale. Moreover, it is good to construct improved kraals and protect our goats from snakes. We learned all this at the IPs. 2) the meetings allow us to exchange experiences with producers from other areas. For example, I [producer] didn’t know what they did in Manusse.

- Challenge: Transport/long distances (‘deslocação’)

Box 1. Where can we buy improved breeds?

The paravet of Chitsotso mentioned that we’re always talking about improved production, but what about improved breeds? He asked ‘Can the project bring us in touch with producers of improved breeds? We can buy the animals with our own money. The paravet of Manusse confirmed ‘We don’t ask to receive goats from CARE. We will buy them’. Amosse asked what the difference is between the two. It was answered that CARE can provide the transport of the animals and take them to the community. Then the producers will buy the animals.

Amosse responded that CARE knows a producer with improved breed who is willing to sell a small buck for 1500 meticals. So if anyone is interested they can contact him and express interest, so that he does not castrate his bucks anymore. He is open to sell.

The paravet of Mabime mentioned that people have to work in groups (collectively). If a buck costs 1500 meticals, they can buy the buck with 10 producers. ‘We will give the money to CARE so they can get the goat’. Amosse explained again that CARE can bring the producers in touch with the producer of improved breed, but CARE does not provide transport to buy bucks.
- Solution/proposal: Maybe the producers where the IP meeting is organized can give money to the people who have to travel the IP location. We have many (other) meetings, we know how to get there. What is most important is that the secretariat informs us where the meeting takes place. We can’t say it is complicated if we haven’t tried it. A few have to start first and others will follow. Joana (female producer Nhapele) adds that each community should get 1 bike to transport the members of the IP.

Buyers
- Benefits: 1) It allows exchanging ideas and experiences. 2) Before, we had to go house by house to look for goats and we did not get what we wanted. Now with the IP we know (will know) how many animals there are for sale and where. Before, it took 1 to 2 weeks to get the animals, now we can get them in 1 day.
- Challenge: Funding (resources)
- Solution/proposal: The producer as well as the buyer has to pay 2 meticals for each animal they buy/sell. This money will be preserved for the IP. It can be put on a bank account to have funds for the IP. The difference with the other proposals is that both producers and buyers pay a fee (not only producers). Buyer Ernesto added: we don’t want to wait for CARE to leave. We should do it now, at the next fair (June).

Paravets
- Benefits: there are better animals due to treatment. There are pasture areas and improved kraals. That information comes from the IP.
- Challenges: Transport
- Solution/proposal: CARE should give support in creating a fund for the IP secretariat. The fund is not only for transport, but also for the IP secretariat to inform people about the date and location of the IP meeting.

Amosse summarized the presentations. Many people spoke from the perspective of the producers, except for the buyers. Different ideas about a fund were presented, but they all agreed that in order to continue, the IP needs money. But can money solve it all? For example, can you get from Nhapele to Chimajane and arrive before 9:00 AM? IP president João (from Nhapele) confirmed that this is possible. Amosse also said that people spoke a lot about the benefits of the project interventions and these are connected to the IP. Which solution/proposal would be most feasible? We don’t have to make a decision here, but can continue next meeting.

The paravet from Manusse (Armando), said that CARE not only provided transport, but also paid for the lunch. How would they continue with that afterwards? Maybe everybody can bring some food to the next meeting? It was responded that they should start with this before CARE is gone. The community leader of Vulanjane responded that it is the same as when a mother ‘desmama’ (stops breast feeding) her child – bit by bit. So we start with the first step; for the next meeting CARE will provide lunch, but people themselves have to take care of transport. Camila (Peace Corps Volunteer) confirmed that this is a good idea, so people would get an idea of the transportation time and costs.
Paravet Armando returned to the discussion about fees. He said that at the beginning of the project, it was tried to set-up a fee/tax-system for the paravets at the fairs (so they would receive some money for their services), but this never happened. So all these are nice ideas, but would they happen? Amosse asked the group if 2 meticals per animal would be used in the next fair. Would it be enough? E.g. 100 animals sold, would be 200 meticals. Can you transport everybody for 200 meticals?

- An IP member introduced another solution; maybe producers can pay a monthly fee. It was argued that this would even be more complicated, because some producers may not sell (=use the fairs) and some people don’t even pay other obligations. Moreover, who would have to pay? Only buyers or also producers?
- IP president Joao suggested combining both systems: have a monthly fee for producers, but also have a fee on the goat fairs for those who sell goats.
- Mila and Birgit suggested discussing the fee-system in more detail in the next IP meeting, so that each IP member could take the information back to the community and discuss with other producers.
- Amosse disagreed and responded that these are the people to make decisions and afterwards inform the producers that they have to pay a fee. They will accept it, when they are told to pay a fee.
- Buyer Ernesto explained again that buyers should also pay a fee, not only producers. He has seen how this works in Mabote at cattle fairs (exchange of experience with IP secretariat).
- Amosse suggested 1) a fee for IP members of 5 meticals each and, 2) a ‘sales’ fee of 2 meticals per animal paid by the seller and 2 meticals per animal paid by the buyer. The overarching question is who would guard this money?
- The community leader of Vulanjane suggested opening a bank account for the IP secretariat.
- Amosse said that to open a bank account the group (IP secretariat) needs to be officialised.

4.6 Information about planned research activities
Amosse informed the IP participants about the three studies that will be conducted during the upcoming two weeks in several communities:

- Environmental assessment: Carrying capacity of communal grazing areas (by Yvane Marble)
- Historical and socio-cultural context of goat keeping in Inhassoro district (by Birgit)
- Testing animal health tool with paravets (by Caren Krul)

The following communities will be visited for interviews with producers, the community leader, the chefe de terra, and the paravet:

- Macurrumbe (Chichangue): 14-15 May
- Chachane: 16 – 17 May
- Vulanjane: 18- 19 May
- Nhapele: 21-22 May
- Mabime: 23-24 May
- Rumbatsatsa: 25-26 May
4.7 Wrap up and closing
Amosse wrapped up the meeting and led the discussion on the location for the 6th IP. It was agreed to select a central location, that was relatively accessible for all participants, since they will be transporting themselves. Hence the next IP meeting will be in Maimelaine. The participants agreed to have the next IP meeting about two months from now, in July. The secretariat was asked to define the exact date and inform the participants.

President João thanked everybody for their participation.

4.8 Visit to an improved kraal
The main reason the IP meeting was organized in Vuca Interior, was so that participants could see the improved kraal which the ‘model farmer’ is currently constructing as part of the imGoats project. After the IP meeting, the IP members visited the area where the model farmer started constructing the improved kraal (figure 4). Moreover, he also fenced his area and constructed a treatment area.

Figure 4. First steps of a (large) improved kraal in Vuca Interior.
5. Lessons learned

5.1 Reflections on 5th IP meeting and activities in between

To conclude, a few reflections are given on the basis of the 5th IP meeting. These are CARE and ILRI reflections.

Positive aspects of the IP meeting to maintain:

- It was a very fruitful meeting with interesting and relevant discussions among various value chain actors, and some innovative comments and ideas.
- Participants were very open in sharing challenges they faced (with communal pasture areas) in their community.
- There was a large, active participant group.
- Almost all stakeholder groups were represented (except for the government due a visit of the country’s President at the end of May).
- Most IP participants had communicated the information of the 4th IP to their community/producers.
- The exercise on the IP sustainability worked very well in the sense that: 1) participants could relatively easy point out benefits of the IP, 2) there was consensus on the main challenge-funding (for transport and secretariat) and 3) different serious options were presented to overcome this challenge.
- A big step in the project: It was agreed that for the next IP meeting, CARE will still provide lunch, but people will organize their own transport. However, it remains to be seen how effective this decision will be and if they will all come to the next meeting, otherwise participation might be very small.
- Dates and locations of the next goat fairs (June) have been defined.
- Though the agenda was full and the meeting took more than 4 hours (including break), people participated actively until the end.
- Although female participation was low in numbers (see below), the one women who was participating is very strong and vocal. It is important and good to have a woman like this in the IP meeting who is able to relate information in all directions.

Points of attention:

- Though the meeting can be considered as very fruitful, it was a very long and intensive meeting for all participants.
- There was only one female participant, whereas at former IPs there were many more female participants (producers). Instead, there seem to be more male producers and many more (male) community leaders. At this stage it is unclear what cause this shift in group composition. It might be related to a number of factors, such as:
  - Maybe men/male producers see the benefits of the project and want to take control? (e.g. they might send their wife in the beginning of the project because she takes care of the goats and now he comes himself?)
  - Maybe the IP is developing more strongly as a decision organ (about fairs, prices, grazing areas, etc.) and men/male producers and community leaders want to be involved in those decisions?
- Maybe it was a coincidence and the women show up at the next meeting? (We asked the female participant who normally comes with another female producer. The other woman could not participate, because someone passed away)
- Maybe...there are other reasons which are unknown at this stage...

• Amosse is an excellent facilitator but he is still taking the lead role, even though João has assumed many responsibilities. The team need to look at how João can take on further responsibilities during the meeting.

Reflection on the IP secretariat:

• João (new President): In terms of facilitation skills, João needs to work on his volume. He usually speaks very softly and calmly and it was unclear if everybody could hear him when he facilitated. João said that he’s been sick and was losing his voice. He said to work on his tone and volume during the next meeting. He would also drift off from time to time, and even answered his phone throughout the meeting. More than a personal issue, this happens quite often within a Mozambican context. Camila will continue working with him to improve this - since it might take a long time. It is also considered important to let him facilitate more during the next meeting (maybe have him relay CARE’s messages) since more of the meeting is still being facilitated by Amosse. This will provide him with more experience for when we aren’t around.
• Ernesto (Secretary): Although he was taking notes throughout the meeting, it didn’t seem to be very consistent. Camila will meet him to look at his notes and provide feedback to him based on that.
• Ivone (new Vice president) and Daniel (Counsellor) were absent. It needs to be seen how actively they will participate in the future. Up to now, their contributions have been very little. It might be good to discuss their involvement with the Secretariat during their next meeting. If they aren’t present, it might be considered replacing them.

5.2 Outcome mapping Progress markers

In order to capture outcomes as behavioural change, the imGoats project makes use of Outcome Mapping. Outcomes are then defined as changes in the behaviour, relationships, activities, or actions of the people, groups, and organizations with whom a program works directly. Boundary partners are defined as individuals, groups or organisations with whom the programme interacts directly and with whom the programme can anticipate some opportunities for influence. Within imGoats, four types of boundary partners have been identified: Production actors, Post-production actors, Input and service providers and, Enabling agencies. For imGoats Mozambique these include the following:

- **Production actors**: goat producers and producer groups
- **Post-production actors**: buyers, slaughterers
- **Input and service providers**: paravets and retailers
- **Enabling agencies**: government, community leaders, donors, research institutes, universities

For each boundary partner, progress markers have been defined. Progress markers are a set of graduated indicators of changed behaviours for a direct partner that focus on the depth or quality of change. On the basis of these indicators, specific outcome journals have been developed for each

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boundary partner. However, for several progress markers it was not necessary to develop outcome journals, as these behavioural changes can be captured during the IP meeting. To keep track of these progress markers, it was decided to explicitly include the relevant progress in the IP reports. Table 1 shows an overview of these progress markers and the observations during the 4th IP meeting.

Table 1. Outcome mapping progress markers and observations during 5th IP meeting

<table>
<thead>
<tr>
<th>Boundary partner</th>
<th>Progress marker</th>
<th>How to recognize high level of achievement</th>
<th>Observations during 5th IP meeting</th>
</tr>
</thead>
</table>
| Production actors (producers)         | Representatives from producer groups are meeting with other VC actors (E2*)       | n/a; could go in different directions - identify lessons learned about why or what doesn’t happen | • Together with community leaders and paravets, producers identified an area for communal grazing in their community.  
  • Producers agreed with buyers, paravets and community leaders to inform the paravets how many goats they have available for the next fairs (see dates Post Production Actors – G1)  
  • It was agreed that for the next IP meeting, participants will organize their own transport. CARE will only provide lunch. |
| Service and input actors (paravets and retailers) | Paravets and retailers are meeting with the other VC actors (E1)                  | 7 Paravets (all men) were present          |                                                                                                                                                           |
| Post production actors (Buyers)       | Buyers are meeting with the other VC actors (E1)                                 | Representatives attend IP meetings relevant to their interests | 2 buyers (men) were present (from Inhassoro and Maxixe)                                           |
| Enabling agencies (government, etc)   | Enabling agencies engaged in dialogue with VC actors and strategic partners about the importance of the goat sector (E1) | n/a                                        | Nobody from the government was present due to preparations for President Gebuza’s visit to Inhassoro district at the end of the month  
  10 community leaders (men) were present. |

*The code refers to the codes of the progress markers in the document ‘Outcome Mapping Progress Markers ImGoats Mozambique’
Annex 1: Meeting of IP secretariat between 4th and 5th IP meeting

Date: 12-april-2012
Location: Inhassoro (SDAE office)
Participants: João (President), Ivone (Vice-President), Ernesto (Secretary), Daniel (Councillor), Amosse (CARE project officer), Faustino (CARE extension officer), Birgit (ILRI), Dionildo (SDAE)

Agenda:
1. Reflection 4th IP meeting
2. Functions and responsibilities IP secretariat
3. Next IP meeting (date and location)

Opening
Amosse opened the meeting and asked if the meeting should be in Xitswa or Portuguese, given the fact that all participants speak Portuguese. It was decided to conduct the meeting in Portuguese and – when desired to better express oneself – Xitswa can be used as well.

Amosse handed out the minutes of the 4th IP meeting and explained the agenda. He asked if anything should be added on the agenda. João (President) asked who should make the minutes in the future when the project ends. Ernesto (Secretary) said that he should do it, but that he cannot do it alone. He needs support/input from the others. Amosse responded that a simple form was designed for him to help him with taking notes. This is a start and we will continue working with him. Birgit will bring this form again for the next meeting.

1. Reflection 4th IP meeting
Amosse explained the minutes of the 4th IP (made by former M&E officer Arcanjo). He asked if anything is lacking. It’s all complete. Faustino (extension officer) gave a brief update on current field activities. By now, all communities have identified communal pasture areas. SDAE and cadaster (land register) are involved to legalise the identified areas. With regard to improved kraals, 5 model farmers have been selected to start building and many more producers have shown interest.

Positive points:
- Amosse mentioned that João is a good facilitator.
- João mentioned that the whole meeting went well. He was not happy to hear the stories of buyers that producers give water to goats before selling; producers should be informed not to do this.
- Ivone mentioned that the communal grazing areas are very good; these areas should not be used by participants, but also by other producers in the community and even by people who want to keep goats but don’t have sufficient land at the moment.
- Ernesto said there was good participation (many people) and people are starting to understand what the project is about.

Room for improvement:
- Amosse asked if the elections went fine. He felt it was the most difficult part of the meeting and had the feeling there were some problems in understanding. May be the elections did not go so well? Ernesto and Daniel responded that for them it is not clear what did not go well. According to Ernesto it was one person who needed to be elected, but not all 4 positions. It took an hour to change 1 person. He said still not to understand why all 4 positions needed to be elected. Amosse explained that it’s about democracy; when you replace one person, all vacancies are open again. Moreover, to have proper elections you need more than 1 candidate. He also said that the project team is happy with the current composition as it reflects four stakeholders of the value chain: a buyer, a
paravet/producer, a community leader and someone from the government. Ernesto responded he is also content with this composition.

- Faustino mentioned that the transport/logistics did not go very well, due to a broken CARE car. People had to be collected 3-4 hours in advance, while the car was collecting a second group of participant. The meeting therefore started 2 hours delayed. Amosse acknowledged the problems and raised the question how transport would be organised after the project ends. Ivone suggested to collect people in neighbouring communities (one zone), e.g. Cachane, Nhapele and Vuca Interior, and have ‘small’ IP meetings.

Subsequently, the discussion diverted to sustainability of the IP and the secretariat. Though this was not part of the agenda, it was considered important go into this discuss and share some ideas. Dionildo (SDAE) asked how the secretariat could be independent afterwards. Faustino suggested they might need to funds/finance. Two ideas were launched by Amosse:
- To ask participants of the fairs to pay a small ‘fee’ (e.g. 1% of the sale price per animal) to the secretariat.
- To keep IP meetings simultaneously with fairs; buyers and producers can benefit from the fair and participate in the IP meeting.

2. **Functions and responsibilities IP secretariat**

Amosse asked the secretariat why a secretariat exists – what is the responsibility of the secretariat. Ernesto responded they are ‘the head’ of the IP. Ivone mentioned they should take info from and to the IP. João said it is a very important group to reflect and debate about what happens in the communities, they guide the route of the IP. Amosse confirmed that these are indeed the responsibilities of the secretariat. Subsequently, each function is briefly discussed:

- João (President): represent IP and facilitate communication
- Ivone (Vice-President): review the minutes and facilitate IP meetings
- Ernesto (Secretary): make minutes of the IP meetings and support the president with contacting members
- Daniel (Councillor): coach members when necessary

Faustino emphasized that the others need to help Ernesto when taking notes. They should also take notes and afterwards share their notes with him.

Ivone mentioned that her availability depends on her SDAE work; she may not be always able to participate. She needs to know much in advance when meetings take place. Amosse responded that the secretariat and IP define themselves when the meetings take place, so it should be fine to also take Ivone’s planning into account.

3. **Next IP meeting (5th)**

The next IP meeting was planned at the end of May during the 4th IP meeting. Ivone is not available at the end of May due to a visit of the President to Inhassoro. She proposed the first or second week of May. Given planned activities at CARE, the second week suits better for the project team. The 5th IP meeting will be held on Thursday the 10th of May.

There was some discussion about the location. It was agreed that it would be good to select a community where there is a communal pasture area and an improved kraal, to show the participants in advance of the meeting. Moreover, it was preferred to select a community where no meeting has been before. The secretariat selected Vuca Interior (Machambele), though there may not be a communal grazing area at the time of the meeting, there most likely will be an improved kraal. **Hence, the 5th IP meeting will be Thursday the 10th of May at Vuca Interior (Machambele).**
Annex 2: Information sheet with basic facilitator skills

A good facilitator...

- Has and maintains an adequate tone, speed/velocity in his voice.
- Has good energy and enthusiasm (is dynamic) and interacts actively with the group.
- Presents control and ‘mastery’ of the information which he/she is presenting.
- Presents ideas and concepts in a clear way.
- There is a good interaction between the facilitator and the group (keeps the public interested).
- Gives attention to all participants who are participating, including women.
- Shows initiative.

Tips for a good facilitation:

- Take notes of the topics to be discussed; don’t read them, but look at them when it is necessary.
- Make sure that everyone can hear and see you.
- When others speak, don’t forget to give attention to the ones talking. If necessary, recognize the importance of what they are saying within the group.
- Follow the agenda and try to maintain time. If a discussion is taking much time, but is not very relevant, you may suggest continuing the discussion during the break.
Annex 3: Agenda of 5th Inhassoro IP meeting

Agenda 5th IP meeting

Date: 10th of May
Location: Vuca Interior
Time: 10:00 – 13:00 hrs (Lunch at 13:00 hrs)

1) Welcome and objective (João)
2) Main results of baseline study and actions (Amosse & Birgit)
3) Activities in the past two months (João)
   - Communal grazing areas
   - Improved kraals
4) Activities for the coming two months (Amosse)
   - Goat fairs (June)
   - Communal pasture areas
   - Improved kraals
5) Exercise: Future of Innovation Platform (Amosse)
6) Information about planned research activities:
   - Planning of community visits and interviews
7) Next meeting and closure
Annex 4: Flyer - Most important baseline findings and actions

5th meeting Innovation Platform
Most important baseline findings and actions

Why do we need a baseline study?
You need to know the initial situation is to demonstrate improvement.

What did we do?
In August 2011, we conducted a baseline study in Inhassoro district in the following communities: Vulanjane, Nhapele, Mabime, Rumbatsatsa, Cachane and Chichangue. In each community we spoke with the producer group, 2 to 5 key informants and we interviewed 14 goat keepers.

1. Finding: Many goat keepers (8 out of 10) tether their goats, which is not good for production. It is better for goats to graze freely.
Action: Support the organization of communal grazing areas.

[Diagram: goat tethered vs. goats grazing freely]

2. Finding: Limited knowledge on goat husbandry practices contributing to low production and high kid mortality
Actions:
- training on goat husbandry, health and reproduction
- construction of improved goat shelters and treatment facilities

[Diagram: goat shelter]
3. **Finding**: Only half of the goat keepers (5 out of 10) do give water to their goats.  
**Action**: Inform goat keepers that goats need water on a regular basis (preferably daily).

4. **Finding**: Very few goat keepers gave health treatment to their goats, whereas healthy goats produce better than ill goats.  
**Action**: Make treatment available: provide training to paravets and animal treatment in the communities.

5. **Finding**: Many goat keepers (8 out of 10) sell goats at their house, which makes it difficult for buyers to find available goats.  
**Action**: Support the aggregation of animals in the communities and sale at fairs.

6. **Finding**: Main sales months are June (Independence Day) and November and December (Christmas & end of year) but there is a demand throughout the year.  
**Action**: Facilitate sales by organizing goat fairs.

7. **Finding**: Crop production (not goat keeping) is the main occupation for many goat keepers.  
**Action**: Support commercialization and production of goats so that goat keepers can earn a regular income from goat keeping.
Exercise: Future of the Innovation Platform

Give answer to the following questions:

4) What are the benefits of the Innovation Platform to date?

5) What would be the challenges to maintain the IP without project support?

6) How could these challenges be overcome?

Write the answers on a flip-chart.
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