

Terms of Reference: CoCreateMyCity Mozambique	
Country, State, City	Mozambique; Pemba, Beira & Chimoio
Beneficiaries	Embassy Kingdom of the Netherlands in Mozambique The project beneficiary is the Embassy Kingdom of the Netherlands (EKN) for several reasons: • The EKN will learn more about youth perspectives on how to improve the productivity of small scale food producers' farming systems in order to increase their income and/or generate jobs; with a specific focus on creating income for youth and vulnerable people (YVP); • The project will provide insights for the PADEO approach in terms of challenges and possible solutions created by Mozambican students in Pemba, Beira and Chimoio; • The project gives an opportunity to collaborate with the Mozambican government, in particular local governments and the ministry for SMEs; • The project will create a pipeline for Orange Corners; recruitment of future Orange Corners entrepreneurs interested in improving farming systems in Cabo Delgado and Beira corridor. Governmental organisations The project will address the challenges related to the productivity of small scale food producers' farming systems of several Mozambican municipalities and strengthens the ties of the (local) government with the private sector and knowledge institutes. Mozambican knowledge institutes A maximum of three Mozambican knowledge institutes (one in Pemba, one in Beira and one in Chimoio) proposed by the Embassy of the Kingdom of the Netherlands (EKN) in Maputo will become more aware on how to incorporate entrepreneurship in their curriculum and showing an example of practical learning. The choice of knowledge institutes will be aligned with the results of the scoping mission of the TVET/HE programme executed by the Dutch Ministry of Foreign Trade and Development Cooperation. Private sector Private sector will get exposed to brilliant young minds and ideas. The project stimulates companies to contribute to (practical) education of youth, as well as creating employability and opportunities on the job market and for start-ups, thus stimulating the development of the local private sector. It also allows companies to explore potentially interesting opportunities for investments in the agricultural sector. Lastly, the project supports the private sector to strengthen its ties with government and knowledge institutes and to increase its positive exposure. Mozambican students Mozambican youth face high rates of unemployment and a lack of opportunities, while the agri-food sector has a strong need for a variety of services that could be translated into opportunities for entrepreneurship (e.g. from processing to logistical services). This project has therefore several benefits for: First of all, the hackathons offer positive engagement with the agri-sector and thus could become more attractive for youth to work in. Second, the project creates awareness for entrepreneurship, change of mindset, stimulates innovation and problem solving and potentially creates a pipeline for the Orange Corners programme. Third, it is an opportunity for the students to get in contact with future employers and expand their knowhow and skills.

Project planning	Start date: April/May 2023 End date: March 2024 ○ April/ May: start and preparation ○ 3# hackathons are foreseen: June 2023, July 2023, November. 2023. ○ January & February 2024: evaluation and reporting
Project information	
Project purpose	Each of the three #CoCreateMyCity (#CCMC) hackathons should offer at least an one-week programme for approximately 25-30 students and the participating stakeholders within the entrepreneurial ecosystem. The project contributes to the entrepreneurial mindset among participating students by means of business challenges focused on the improvement of the productivity of small scale food producers' farming systems in Pemba, Beira and Chimoio and it strengthens the collaboration among stakeholders in the corresponding ecosystem. Besides, #CCMC provides input for the PADEO approach and offers a practical example on how to facilitate more practice and market oriented education to local universities.
Strategic embedding	Within the policy theme 'Sustainable Trade and Investment', private sector development and entrepreneurship are priorities in the Multi Annual Country Plan of EKN Maputo for the period 2023-2026. Entrepreneurship contributes to skilled and strong economic institutions and actors and therefore strengthens the economy of Mozambique. The emergence of a vibrant entrepreneurial ecosystem in Mozambique is a challenge. Startups face critical constraints that limit their growth and potential impact due to expensive formalization and taxation processes, lack of access to (organized) relevant information, lack of access to finance, cultural appreciation of entrepreneurship as viable career option, limited access to and inadequate education and skills (hard and soft) to identify and create businesses and difficult access to markets and prohibitive financing opportunities. To support the growth of SME's, essential for job creation, the EKN focuses on increasing access to relevant information and the entrepreneurial skills of individuals as well as access to finance. The majority of these activities are currently gathered under the Orange Corners programme, launched in 2017 and the Orange Corners Innovation Funds, launched in 2021. Since this programme is mainly focused on Maputo and the Maputo region and there is high demand for similar activities in other parts of the country as well, it was decided in the Annual Plan 2022 that a plan is to be drafted to expand entrepreneurial activities to other geographical focus areas of the Netherlands in Mozambique: Cabo Delgado and the Beira corridor (incl. Beira city and Chimoio). Upcoming years, the embassy will use a Programmatic Approach for Sustainable Economic Development (PADEO) to further develop the private sector and entrepreneurial ecosystem. This means that a variety of interventions will be linked to a specific challenge. The Dutch embassy in Mozambique decided to focus on the following overarching topic: improvement of productivity of small scale food producers' farming systems in order to increase their income and/or generate jobs. By supporting subsistence farmers towards commercial farming, significant impact can be made towards food security and economic development in Mozambique.

	In addition to a focus on private sector development and entrepreneurship, the Netherlands will also deploy activities in the field of TVET and higher education in the period 2023-2026. As a first step, a scoping mission will be carried out to map the needs, opportunities and challenges for new NL programming in this sector in Mozambique. This support will also focus on the geographical focus areas as described above.
Institutional setting	#CoCreateMyCity concept In November 2015 the first edition of the #CMCC was hosted in Johannesburg in the run-up to the opening of the first Orange Corner in Johannesburg. During the past years, several #CCMC have been organized in Nigeria, Senegal, Palestinian Territories and Côte d'Ivoire. The concept is simple, challenges are offered to multidisciplinary groups of students. The students will work on these challenges during an one week programme in the city of choice in order to come up with feasible and innovative business solutions. They are supported in this by government officials and private sector experts. During the final event, the winner is chosen by an expert jury during a final pitch competition. The Embassy of the Kingdom of the Netherlands (EKN) The EKN in Maputo has a visible presence as broker within the entrepreneurship ecosystem in Maputo, through Lionesses, Female Economic Empowerment Project (FEPP) and, last but not least, the Orange Corners programme. EKN will be involved in selecting the challenges for the students to work on. Orange Corners is an initiative of the Kingdom of The Netherlands that provides young entrepreneurs in Mozambique with the necessary training, networks and facilities to start and grow their start-ups. The programme in Mozambique is designed to address specific constraints identified in the ecosystem. Key in the designing of the programme is the spirit of co-creation with private sector partners to make the platform sustainable and maximize the relevance for the partners, within a public-private partnership. PADEO in Mozambique (Programmatic Approach Sustainable Economic Development) PADEO has a programmatic approach that enables a common ground to work collectively towards systemic change with the different programs and stakeholders in Mozambique. It offers opportunities to work and create synergies with the embassy and other directorates of the Ministry of Foreign Affairs; as well as with other donor or multilateral organizations. The EKN in Maputo aims to apply programmatic and systems approach towards local private sector development (PSD) in Mozambique. The system that has been chosen to work for the PADEO approach in Mozambique is the small scale food producers' farming system; complementing and supporting the overall outcome of the Food and Nutrition security program (F&NS) of the Ministry of Foreign Affairs department Inclusive Good Growth. Local government & municipalities The municipalities of Pemba, Beira and Chimoio in collaboration with the EKN will define the challenges. Considering the link with PADEO (as described in <i>strategic embedding</i>), particular emphasis will be placed on agricultural challenges.

Ministries and government bodies involved in the promotion of local economic development with focus on (M)SMEs and the agricultural sector:

- Ministry of Agriculture and Rural Development (Ministério da Agricultura e Desenvolvimento Rural -MADER).
- Institute of Agricultural Research of Mozambique IIAM (Instituto de Investigação Agrária de Moçambique)
- National Employment Institute (Instituto Nacional de Emprego - INEP)
- The Secretary of State for Youth and Employment (SEJE)
- Ministry of Industry and Commerce (Ministério da Indústria e Comércio -MIC)
- IPEME Institute for the promotion of Small and medium enterprises <https://www.ipeme.org/>
- CoREs: Training centre for (M)SMEs (Centro de Orientação ao Empresário) in Cabo Delgado, Chimoio.

Knowledge institutes

Entrepreneurship is an increasingly important theme for Mozambican knowledge institutions. Recent studies found that universities are trying to incorporate entrepreneurship in their curricula but their approach is too theoretical.

This project also aims to contribute to entrepreneurship being part of education, inspiring selected universities with an example of practical skills training for young/new entrepreneurs. Students working in interdisciplinary teams bring together knowledge of local needs and practices, out-of-the-box ideas for sustainable solutions and entrepreneurial skills to identify real business opportunities in a local setting. Students will be inspired and stimulated to start their own business and deans can be inspired to integrate entrepreneurial elements into the curriculum.

Aside from this, Mozambican universities can be inspired by the implementing party to adapt entrepreneurship courses, include practical teaching methods, or get exposed to the private sector in order to increase the employability of Mozambican students.

Private sector

In general there is a skills mismatch between university supply and labour market demand. It is rather difficult for companies to get in touch with young talent, potential new business partners and business opportunities and ideas. By involving the private sector in this project, they can contribute by providing mentoring with different expertise, while gaining from it by getting access to talent and business solutions. Besides, the hackathons offer positive engagement with the agricultural sector and thus could become more attractive for youth to work in.

Possible private sector partners are entrepreneurs and industry organizations in agribusiness such as:

- Confederação das Associações Económicas de Moçambique (CTA) Association of Agricultural Producers Associação de Promoção de Agricultura Comercial – APAC)
- Individual Medium and Small Scale Enterprises (M)SMEs and cooperatives of the agri&food and horticulture sectors in Mozambique
- Other relevant local private actors (producers or organizations) identified by the Embassy and implementing partner of this project

	Ecosystem for entrepreneurship There are several incubators, business development service providers, and shared working spaces in Mozambique, most of them are located in Maputo. Orange Corners is one of them. The ecosystem in other regions and cities is in an early stage or non-existent. #CCMC ignites and stimulates the entrepreneurial spirit outside of Maputo, hopefully creating opportunities for aspiring entrepreneurs. The implementing party of this project is expected to create links to the Orange Corners incubator in order to stimulate the #CCMC participants to continue working on potential start-up ideas (developed during the #CCMC) and in the long run possibly qualify for the Orange Corners programme. If the proposal created by the students is extremely good, it could be considered to give them a wildcard to enter the incubation programme.
Project background and problem analysis	Economic overview Since the Peace Accords of 1992, Mozambique experienced two decades of consistent and high economic growth, with GDP growth averaging 7% annually. However, the economy has slowed down, because the country has suffered from four disruptive events: the hidden debt scandal in 2016, several tropical cyclones, the COVID-19 pandemic and the escalating conflict in the northern province of Cabo Delgado that called the gas exploration projects to a halt for the time being. Therefore, progress made in the past did not translate into inclusive growth: Mozambique is still amongst the five poorest countries in the world with over 60% of its population living in extreme poverty (less than USD 1,90 per day). Especially, young people have difficulty finding employment and with the demographic pressure of a growing youth bulge more employment challenges are foreseen. Mozambique's economy is gradually recovering from the impact of COVID-19 and conflict in the northern province of Cabo Delgado. GDP grew by 2.2% in 2021 from a 1.2% contraction in 2020, aided on the supply side by recovery in agriculture and mining, and on the demand side by exports and government expenditure, according to the African Development Bank (AfDB). GDP growth is projected to surpass pre-pandemic levels by 4.5% in 2023, partly reflecting mineral projects. Besides, the International Monetary Fund (IMF) approved a 456 million dollar Extended Credit Facility (ECF) in May 2022 to further support the economic recovery and policies to reduce public debt and financing vulnerabilities, creating space for priority investments in human capital, climate adaptation and infrastructure. Agricultural sector Mozambique owns abundant natural resource endowment and has good prospects for diversifying production, advancing industrialization, and promoting economic transformation. Among the viable economic sectors, Agribusiness is a sector that holds great potential. According to MADER the country has 85% of unused arable land. Besides the country has good agro-ecological conditions, in particular in the north and central provinces; which offer an opportunity for the development of (M)SMEs in agro-processing and agribusiness. Nevertheless, the country faces limitations to achieve the required structural change to address the short-term macroeconomic challenges and create the much-needed jobs for the growing population. The Mozambican young entrepreneurs and (M)SMEs have not been able to make use of the opportunities presented by

international investments during the past decade. The bottlenecks that constrain agribusiness (M)SMEs from scaling up could be summarized by six themes: (1) Access to finance, (2) Access to knowledge, (3) Access to markets, (4) (Downstream) Value addition, (5) Scale-up impact makers, and (6) Transport and logistics.

The bottlenecks described above restrict Mozambique's agricultural sector from thriving and catalyzing sustainable economic development. Mozambican agri-food systems are complex and changing rapidly. Small-scale producers and agribusinesses face several limiting factors that make them less efficient and competitive, meaning they are less attractive to work with a modern agri-food system. These constraints include limited access to improved inputs and relevant extension services, limited financial and management skills, limited local storage, processing and handling, as well as a limited cooperation throughout various value chains. These constraints have a greater effect on women and youth in Mozambique. Women have less access to inputs, credit and technical assistance compared to men, and are unequally paid. Youth face high rates of unemployment and a lack of opportunities, while the agri-food sector has a strong need for a variety of services that could be translated into opportunities for entrepreneurship (e.g. from processing to logistical services). Multiple challenges must be tackled simultaneously to support sustainable food value chains and leverage MSMEs in agribusiness.

Agricultural characteristics & challenges Beira corridor

The Beira corridor connects Mozambique with landlocked countries such as the Democratic Republic of Congo, Zambia, Malawi, and Zimbabwe. Beira is an efficient port serving state-business relations and aligning with the political objectives of the neighboring regions. For this reason, the road infrastructure is slightly better than the rest of the regions in Mozambique and is effective at facilitating trade. Outside of the main towns of Beira, Chimoio and Tete, at least 95% of rural households depend on agriculture as their main source of income.

The main promising agricultural commodities in the Beira corridor are maize, horticulture, and poultry products (i.e. with potential in the national, regional, and international markets). An improvement, especially relevant for horticulture, is further development of cold storage. The main challenges for the Beira corridor are: access to affordable finance, access to knowledge, access to markets, limited (downstream) value addition, restrictions for impact makers to scale up and poor infrastructure and logistics.

Agricultural characteristics & challenges Cabo Delgado

Cabo Delgado is one of the northern provinces of Mozambique, with Pemba as its capital. The province is known for the discovery of natural gas and being a popular tourist destination (before the insurgencies in 2017). Since the discovery of natural gas, the region has been transformed from a tourist hub to a region driven by the extractive industries. Besides that, agriculture remains to be an important economic sector in Cabo Delgado and an employer for a large part of the population (i.e. approximately 2.7 million people). Data from 2019 shows that Cabo Delgado province is responsible for 4.7% of Mozambique's GDP, yet has 50.03% of its population living below the poverty line.

The development of the agriculture sector is strongly linked to the gas and mining industries. Agriculture is underdeveloped and characterized by smallholder subsistence farmers. There is

increasing potential in the Nacala corridor (Cabo Delgado, Nampula, Niassa, Tete and Zambezia), with Nampula as the main distribution center. However, there are several challenges, some of which similar to the Beira corridor, for example: access to finance, access to knowledge, access to markets and limited (downstream) value addition.

Education system: skills & entrepreneurial mindset

Entrepreneurial skills could make a difference for both the economic development of the country and for offering solutions with regard to local agricultural challenges mentioned above. Education is one of the key vehicles to teach young budding entrepreneurs about business skills and entrepreneurship. However, there seems to be a mismatch between university supply of human capital and market absorption and demand. Generally speaking, university supply of human capital and market demand seem to be well linked in the Netherlands. The foundation for this lies in the Dutch Diamond approach, fostering dialogue and cooperation between governments, knowledge institutes and the private sector. Finally, Dutch entrepreneurship education is globally recognised and well-known for linking theory to practice. Again, the foundation of its success lies in the collaboration between the different ecosystem partners.

The Netherlands could therefore support in strengthening the collaboration between government, knowledge institutes and the private sector in order to stimulate entrepreneurship, education and innovation and therewith solve local challenges. The most effective way to foster the ecosystem cooperation in a particular city is by showing how various actors can collaborate and by achieving concrete results.

Conclusion

In conclusion, the following challenges are faced that are all interlinked:

- Local challenges; challenges related to agriculture; innovative agri-solutions needed.
- Demographic pressure and the youth bulge in Mozambique pose a major employment challenge;
- Poor collaboration between ecosystem players (government, knowledge institutes and the private sector);
- (Entrepreneurship) education is too theoretical, resulting in poor (start-up) skills development & mind-set;
- There is a mismatch between university supply of human capital and market absorption and demand.

Envisaged intervention

The three #CoCreateMyCity hackathons aim to set best practice examples for entrepreneurship ecosystem players' collaboration (government, knowledge institutes and private sector) in using innovative and creative business solutions created by Mozambican student teams, as a practical mean to solve challenges focused on the improvement of the productivity of small scale food producers' farming systems in Pemba, Beira and Chimoio.

On the one hand, the proposed solutions provide input for the PSD PADEO approach, because the project experiments with solutions to challenges that could thus be translated into opportunities for entrepreneurship in the agricultural sector.

On the other hand, actively including students in the collaboration of ecosystem players will ensure that young people have the opportunity to be involved in processes of decision making on

	policies, strategies and programmes (such as PADEO) that affect them. Besides, participating students will experience a more entrepreneurial mindset and might be inspired to apply this mindset to other aspects of their lives. By means of the project, the agricultural sector will become more attractive for participating students.
Results	Outcomes and output Each of the three #CoCreateMyCity (#CCMC) hackathons should offer at least an one-week programme for approximately 25-30 students and the participating stakeholders within the entrepreneurial ecosystem. The project contributes to the entrepreneurial mindset among participating students by means of business challenges focused on the improvement of the productivity of small scale food producers' farming systems in Pemba, Beira and Chimoio and it strengthens the collaboration among stakeholders in the corresponding ecosystem. Besides, #CCMC provides input for the PADEO approach and offers a practical example on how to facilitate more practice and market oriented education to local universities. The following results on outcome (indirect results) and output (direct results) level are expected: OUTCOME 1. An entrepreneurial mindset has been cultivated among participating students • Result 1.1 Increased entrepreneurial mindset among at least 75 students (25 to 30 students per #CCMC) by stimulating them to develop innovative solutions for local agricultural challenges. This is measured by means of a pre- and post-survey. • Result 1.2 Increased awareness on entrepreneurship opportunities among at least 75 students (25 to 30 students per #CCMC) by stimulating them to develop innovative solutions for local agricultural challenges. This is measured by means of a pre- and post-survey. • Result 1.3 At least 75 students (25 to 30 students per #CCMC) have developed the necessary (basic) entrepreneurial skills to solve real local challenges by developing an innovative concept. This is measured by means of a pre- and post-survey. • Result 1.4 At least 20% of the participating Mozambican students have (gained) business ideas for their (future) own companies and show a willingness to continue with these ideas in the future. These business ideas will be shared with RVO and Orange Corners to explore further development. OUTCOME 2. Improved collaboration in the entrepreneurial ecosystem between public-private stakeholders on a local level towards the improvement of the productivity of small scale food producers' farming systems • Result 2.1 At least 9 feasible business solutions to real challenges have been developed via the #CCMC programme (from each #CCMC 3 to 5 business solutions). If the proposal created by the students is extremely good, it could be considered to give them a wild card to enter the Orange Corners incubation programme.

	• Result 2.2 Participating stakeholders that have a concrete challenge for the student teams to work on will have been provided with new insights and possible business ideas to the challenge they had formulated at the start of the project. The implementing team will be responsible for feedback and follow up on these insights (result 2.5). ◦ Result 2.2.1 Organisation of a final event per CCMC during which students can present their solutions to ecosystem stakeholders ◦ Result 2.2.2 At least 40 people are reached during final event per CCMC. • Result 2.3 Participating stakeholders have gained fresh ideas for (new) business talents and projects and have potentially interesting opportunities for investments and/or (future) recruitment. ◦ At least one internship will be offered as a result of the project. • Result 2.4 Positive exposure and marketing through the #CCMC student competition about how this programme provides an example how fruitful collaboration can lead to viable and innovative business solutions to local challenges. • Result 2.5 Follow up with a "CCMC Alumni & Partners" program after 3 months to further support collaboration between stakeholders, provide insights for the PADEO approach and help students to further develop their business idea. ◦ Result 2.5.1 At least 5 students per CCMC are supported via this follow up programme ◦ Result 2.5.2 At least 1 stakeholder per CCMC is supported via this follow up programme OUTCOME 3. Youth perspectives will be included in the design of the PADEO interventions • Result 3.1 By means of one roundtable event per #CCMC the EKN will learn more about youth perspectives on how to improve the productivity of small scale food producers' farming systems in order to increase their income and/or generate jobs; with a specific focus on creating income for youth and vulnerable people (YVP). ◦ Result 3.1.1 At least 5 students are invited to share their ideas per roundtable. • Result 3.2 The project report will provide insights for the PADEO approach and the design of interventions in terms of challenges and possible solutions created by Mozambican students in Pemba, Beira and Chimoio. OUTCOME 4. Inspire and create awareness on entrepreneurship education • Result 4.1 Knowledge will have been exchanged regarding good practices in entrepreneurial education by means of a training of trainers component. The participating universities will have been advised on how to incorporate similar #CCMC-like activities into their curricula. ◦ Result 4.1.1 At least 3 professors per university have been reached via the training of trainers. • Result 4.2 Training tools for professors will be developed and shared with the participating universities. Deliverable: a project report (in English) • Project evaluation, including an overview of the programme, pictures, results and suggestions for follow-up.
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	• The report will provide insights for the PADEO approach and the design of interventions with the aim to simulate collaboration in the ecosystem. • Follow up plan to further support collaboration between stakeholders, provide insights for the PADEO approach and help students to further develop their business idea. • Participants' evaluation of mindset and the success of the project by means of a survey.
Activities	Agreement on project approach The tenderer with the best offer will be contracted by RVO for the project implementation. The implementing team is requested to discuss the detailed implementation plan (written for the proposal) including means of reporting, roles and responsibilities and financial aspects with RVO and the EKN in Mozambique and other possible stakeholders. After written approval of the proposed project implementation plan, the project can be implemented. Inception phase The project is foreseen to start with an inception period during which at least the following activities will take place: • Selection of a local partner that is most suitable for the co-execution of the entire project and selection of universities. • Mapping the most relevant stakeholders. Fine-tuning the roles and expectations of the different organisations mentioned under institutional setting, discussing the project in more detail. Meetings to be scheduled in close cooperation with the Netherlands Embassy in Maputo. • Together with EKN identify challenges focused on the improvement of the productivity of small scale food producers' farming systems relevant to the region (Cabo Delgado and Beira corridor) and interesting for NL and Mozambican businesses. The implementing party will be responsible to define the concrete challenges student teams will be able to work with and ensure the ownership of the counterparts. • Together with the Embassy identify knowledge institutes that are most suitable for participating in the project. Together with the selected knowledge institutes determine the approach to recruit and select students that can participate; determine selection criteria for the participants in consolidation with EKN and local service provider. • Presentation of the findings to the Netherlands Embassy in Maputo and RVO at the end of the inception phase. Activities related to outcome 1 and 2: <i>Development and implementation of three #CoCreateMyCities in Pemba, Beira and Chimoio.</i> • Each #CCMC should offer at least a 1 week programme for approximately 25-30 students per #CCMC. • The selection of participating students. ◦ The selection of participating students should aim for at least a 50/50 division of male and female students.

	○ The selection of participating students should consist of students that have relevant practical- and social skills aside of their regular curriculum or students that can show affinity with entrepreneurship. • The accommodation and transportation of the participating students. • General programme training on entrepreneurship; Coach the student in the process of developing innovative business solutions ○ Workshops improving the entrepreneurial skills and mind-set. ○ Field visits (e.g. to showcase the challenges in reality and to visit interesting partners that could be of help). ○ Mentorship support by private and public (government and academic) stakeholders in order to find a solution for specific challenges. • Facilitate close cooperation between the private sector, local and national government and knowledge institutes. • Preparation and organisation of the final pitch events. Activities related to outcome 2: Collaboration public-private stakeholders • The implementing party is expected to link up with a local service provider for young entrepreneurship (already selected during the inception phase). • Stakeholder management and guidance of stakeholders with regard of their mentoring role during the CCMC. • During the final event the challenges selected at the start of the programme, will be presented to the public (among which the government and all the other stakeholders involved in the programme). ○ Networking component during final event; where the students and all the stakeholders are invited. • Follow up programme for "CCMC Alumni & Partners" after 3 months to further support collaboration between stakeholders, provide insights for the PADEO approach and help students to further develop their business idea. ○ Depending on the nature and the quality of the solution, a referral to the Orange Corners incubation programme. Activities related to result 3: PADEO youth perspective • Organisation of one roundtable per #CCMC with students and RVO/EKN. • A meeting with EKN/RVO to discuss the insights and identification of follow up projects linked to PADEO. Activities related to result 4: Awareness entrepreneurship education
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	• The creation of partnerships with knowledge institutes. The Embassy will provide input and align the choice of partnerships with the results of the scoping mission of the TVET/HE programme executed by the Dutch Ministry of Foreign Trade and Development Cooperation. • The collaboration with knowledge institutes should include relevant actors from relevant faculties. • Knowledge institutes should be involved from the start; before #CCMC takes place. • The project will provide the knowledge institutes with an training of trainer of how to stimulate innovation and how to cooperate with the government and the private sector, hopefully inspiring the knowledge institute to be more active on this topic in the future. • Tools will be developed for universities to use. For example, a digital platform for students and teachers to support the facilitation of Hackathons in the future. Media and communication Plan The tenderer will propose a media and communication plan in which key messages and target groups are further elaborated on and in which it stipulates in which way it foresees to make active and innovative use of social media. Moreover, the media and communication plan has to show the (positive) impact of #CCMC, provide a platform for the participating students, companies and education institutes and contribute to improving the ecosystem for young employment and entrepreneurship. Project report (in English) ○ Project evaluation, including an overview of the programme, pictures, results and suggestions for follow-up. ○ The report will provide insights for the PADEO approach and the design of interventions with the aim to simulate collaboration in the ecosystem. ○ Follow up plan to further support collaboration between stakeholders, provide insights for the PADEO approach and help students to further develop their business idea. ○ Participants' evaluation of mindset and the success of the project by means of a survey.
PSD Toolkit Programme monitoring and evaluation	The following M&E indicators should be used to monitor and evaluate the project outcome and output: • PSD 1a: Number of parties formally starting a business collaboration and/or partnership. Distinguish between 1) Public 2) Private and 3) NGO. Within these categories, distinguish between A) Dutch and B) Local (non-Dutch); ○ 1.5 Number of partnerships between stakeholders; Partnerships are defined as having a formal agreement to exchange knowledge, goods or services, in the future • PSD 3a: Number of strengthened organizations for a sustainable business climate. Distinguish between 1) Government 2) Semi-government and 3) Other; • PSD 3b: Number of members/employees of supported institutions; • PSD 3d: Number of courses/trainings developed/adopted for local dissemination;

	• PSD 7a: Number of people trained. Distinguish between 1) Semi-government employees 2) other economic institutions employees 3)students and 4) trainers. Within these categories, distinguish between A) Male B) Female and C) Unknown. Measure number of youth; ○ 1.1 Number of trained students (split male / female/unknown) ○ 1.1a % of students that indicates to gained entrepreneurial skills ○ 1.1b % of students that indicates to have improved entrepreneurial mindset ○ 1.2 % of students with increased awareness on entrepreneurship opportunities • PSD 7b: Number of people reached. Distinguish between 1) Dutch and 2) Local. Within these categories, distinguish between A) Direct and B) Indirect; ○ 1.4 # people reached during final events ○ 1.7 Number of reached people with workshops on entrepreneurship education. Distinguish between 1) SME entrepreneurs/employees and 2) trainers. Within these categories, distinguish between A) Male B) Female and C) Unknown. Measure number of youth; ○ 1.6 Scoping for PADEO; Round table conversations will provide valuable knowledge for PADEO. • PSD 7c: Number of identified opportunities for investment and/or follow-up PSD projects ○ 1.3 Number of innovative solutions for local challenge ○ 1.3a % of students that created an innovative business solution ○ 1.6 Scoping for PADEO; Round table conversations will provide valuable knowledge for follow-up projects. These indicators should be reflected in the final report.									
CSR Opportunities and Risks	<table><tr><th>Type iMVO risk</th><th>Description</th><th>Mitigation</th></tr><tr><td>Mensenrechten & ethiek</td><td>Conflicten & veiligheid</td><td>To ensure the security of the mission participants, the execution team will be required to draft security guidelines. Especially for the region Cabo Delgado mitigating measures will be included in the proposal.</td></tr><tr><td>Mensenrechten & ethiek</td><td>Overheidsinvloeden</td><td>This country is marked as a "high risk" country for political risks on the Aon Political Risk Map. This is level 5 on</td></tr></table>	Type iMVO risk	Description	Mitigation	Mensenrechten & ethiek	Conflicten & veiligheid	To ensure the security of the mission participants, the execution team will be required to draft security guidelines. Especially for the region Cabo Delgado mitigating measures will be included in the proposal.	Mensenrechten & ethiek	Overheidsinvloeden	This country is marked as a "high risk" country for political risks on the Aon Political Risk Map. This is level 5 on
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			a 1-to-6 scale. The executing team will be asked to provide mitigating measures in their proposal.
	Arbeidsrechten	Discriminatie & gender	The execution team will be asked to include at least 50% female students in the challenge, and pay attention to gender context, as to ensure that all participants can benefit optimally from the programme.
	Eerlijk zaken doen	Corruptie	In Mozambique, corruption is mainly encountered in public procurement, the judiciary (interference by politicians, criminal networks and wealthy people), and in interactions with the police (particularly traffic police). Corruption has been identified as a constraint particularly affecting the natural resource management sector in Mozambique. The executing team will be asked to provide mitigating measures in their proposal.
Observations for further development	PADEO The project will address the challenges related to the productivity of small scale food producers' farming systems of several Mozambican municipalities and strengthens the ties of the (local) government with the private sector and knowledge institutes. Therefore, project will provide insights for the PADEO approach in terms of challenges and possible solutions created by Mozambican students in Pemba, Beira and Chimoio. Besides, the challenges posed by the municipality and the private sector might be relevant and interesting leads for future RVO projects in Mozambique. Mozambican knowledge institutes A maximum of three Mozambican knowledge institutes (one in Pemba, one in Beira and one in Chimoio) proposed by the Embassy of the Kingdom of the Netherlands (EKN) in Maputo will become		

	more aware on how to incorporate entrepreneurship in their curriculum and showing an example of practical learning. The choice of knowledge institutes will be aligned with the results of the scoping mission of the TVET/HE programme executed by the Dutch Ministry of Foreign Trade and Development Cooperation. Therefore the project could provide insights for the TVET/HE programme. Orange Corners The project will create a pipeline for Orange Corners; recruitment of future Orange Corners entrepreneurs interested in improving farming systems in Cabo Delgado and Beira corridor.
Communication Strategy	The tenderer will propose a media and communication plan in which key messages and target groups are further elaborated on and in which it stipulates in which way it foresees to make active and innovative use of social media. Moreover, the media and communication plan has to show the (positive) impact of #CCMC, provide a platform for the participating students, companies and education institutes and contribute to improving the ecosystem for young employment and entrepreneurship.