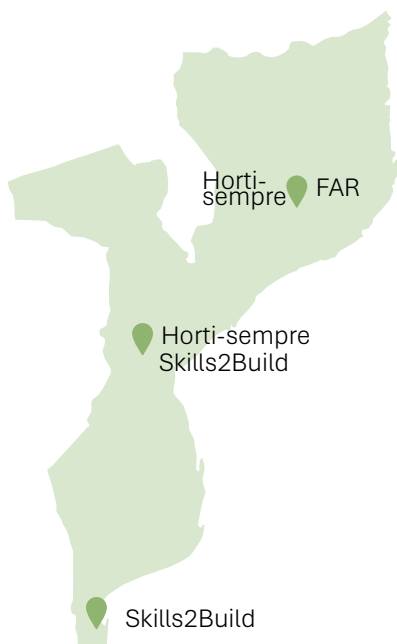


Capability Statement - Mozambique

Trade

Swisscontact is an independent organisation for international development cooperation. Founded in 1959 by leading Swiss private sector companies, we promote skills development, entrepreneurship, and the green transition to foster sustainable economic growth in developing and emerging economies. Today, we implement 138 projects across 39 countries through a network of more than 1,200 employees.

Through the Springfield Centre, a global leader in Market Systems Development (MSD) and a subsidiary of Swisscontact, we provide clients with reputable advisory services, training, and applied research. Our support spans market analysis, programme design, adaptive management, monitoring and evaluation, organisational development, and capacity building, enabling partners to deliver systemic and lasting change. With more than 25 years of MSD expertise, we help programmes achieve greater impact, inclusiveness, scale, and sustainability.



Our Impact in Mozambique

since 2015 we achieved:

11.5m CHF

Additional net income generated for MSMEs, farmers & employees

45,000+

MSMEs & farmers benefitted from income & workforce improvements

2,800+

Individuals gained productive employment

122,000+

MSMEs and farmers accessed improved services and products

8,700+

Individuals accessed skills services

90+

Private and Public Sector Partners

How we work

LASTING IMPACT AT SCALE

We believe lasting change happens when local systems work better for everyone. Rather than delivering solutions ourselves, we convene private and public actors and facilitate change. With our systems change approach, we design and implement projects that strengthen businesses, governments and communities so they can create the conditions for industries to thrive and deliver greater economic and social benefits. Our objective is to achieve lasting, scalable impact that continues long after our projects have ended.

ADAPTING SOLUTIONS TO INDUSTRIES & GVCS

The challenges to inclusive, sustainable and greener trade and economic development are complex and often interdependent. With our experience and strong regional presence, we first identify underlying trade challenges and key environmental risks to design context-specific, tailored and holistic solutions that address the root causes of these challenges. We learn but don't copy-paste.

PRIVATE SECTOR COOPERATION

Development challenges cannot be addressed alone. Through our local presence, we build bridges to cultivate and expand partnerships with local and international businesses to strengthen impact. We maintain long-term term partnerships with local governments, private sector actors, producer organizations, vocational training centres and civil society organizations to achieve holistic and lasting changes.

GREENING INDUSTRIES AND TRADE

Tackling environmental and climate risks is essential to economic and social development. Our green-transition efforts focus primarily on the first mile of the value chain, where production, processing and value addition often generate significant environmental pressures and where greener practices can strengthen productivity, resilience and competitiveness. Environmental considerations are also integrated throughout the wider value chain where material environmental risks or opportunities exist.

We use a risk-based approach to identify and leverage opportunities for environmentally friendly practices and business models. Through our work, we enable market actors to test, adopt and scale climate-smart agriculture, improved post-harvest and cold-chain practices, cleaner production, energy efficiency, waste reduction, recycling and circular business models.

"Swisscontact incorporates appropriate mitigation, adaptation and resource-efficiency measures into our trade work. Greening is not treated as a separate workstream, but applied where it can generate the greatest environmental and commercial value across the value chain."



Trade Challenges in Emerging Markets

The Competitiveness Trap

Low Productivity & Limited Export Diversification

Across much of the developing world, firms and farmers remain trapped in low-productivity activities. Smallholders and SMEs often lack technical and business skills, rarely collaborate with fellow producers, and struggle to access quality inputs, technology, finance, and business services. This drives up production costs and limits their capacity to innovate, upgrade, or scale. The problem is compounded by export concentration. Too many economies remain dependent on a narrow basket of commodities or a handful of markets, leaving them vulnerable to price shocks, climate events, and changing demand patterns. Diversifying into higher-value products and new markets remains difficult when firms lack the capabilities, investment, and scale required to compete internationally.

The High Cost of Trading

Regulatory, Logistics & Border Bottlenecks

Getting products to market is often harder than producing them. Businesses face a maze of cumbersome regulations, restrictive trade policies, and inconsistent enforcement that increase uncertainty and transaction costs. Poor transport infrastructure, inefficient logistics services, inadequate warehousing, and congested ports make trade expensive and unreliable. Border crossings frequently involve excessive paperwork, lengthy inspections, and fragmented customs procedures, delaying shipments and eroding competitiveness. For time-sensitive products such as fresh produce, even small delays can mean lost sales. The cumulative effect is a trade environment in which firms spend too much time and money moving goods and complying with procedures, and too little on growing their businesses.

The Finance Gap

Capital Constraints & Payment Frictions

For many businesses, growth is constrained not by market demand but by lack of finance. SMEs often struggle to access working capital for day-to-day operations, investment finance for equipment and expansion, and specialised trade finance instruments that support exports and imports. Banks frequently perceive smaller firms as high-risk borrowers, leading to stringent collateral requirements, short repayment periods, and high borrowing costs. Exporters face additional hurdles in accessing export credit, guarantees, supply chain finance, and foreign exchange facilities. Even when transactions occur, payment systems can be slow, expensive, and fragmented, particularly in cross-border trade. These financial bottlenecks limit productivity, investment, competitiveness, and firms' ability to participate in international markets.

Breaking into Markets

Barriers in Information, Standards & Linkages

Many producers and exporters struggle not because they cannot produce, but because they cannot reach buyers effectively. Market information is often fragmented, leaving firms with limited insight into demand trends, prices, regulations, and commercial opportunities. Meeting international standards, certification requirements, and traceability expectations presents another hurdle, particularly for smaller firms with limited technical capacity. Digital trade and e-commerce offer new routes to market, yet adoption remains constrained by weak infrastructure and limited digital skills. Meanwhile, export promotion, matchmaking and sourcing support services often fail to adequately reach and serve smaller businesses, leaving them disconnected from commercial opportunities and international value chains.

Agriculture and Trade Challenges in Mozambique

Mozambique's agricultural trade potential is constrained by weak cross-border coordination, rent-seeking, and shifting political priorities, compounded by exchange-rate volatility, outdated border infrastructure, and cumbersome customs procedures. Poorly synchronized multimodal logistics, security concerns along the Nacala Corridor, limited traceability, and climate vulnerability further hinder competitiveness.

Yet momentum is building: digitalization efforts – including single-window systems and online pre-clearance – alongside One-Stop Border Posts and the new US\$117 million Dondo dry port signal strong commitment to easing congestion and strengthening trade corridors for sustainable growth.

Mozambique's cashew sector is rebounding strongly, with output nearing 220,000 tonnes – its highest in fifty years – supported by government investment in tree rehabilitation and pest control. Yet structural constraints persist: ageing tree stock, pest pressure, and climate vulnerability limit yields, while weak processing capacity and workforce gaps constrain value addition. Informal raw nut exports, logistics gaps, and mismanaged input subsidies further erode competitiveness, compounded by rigid labour laws. The contested 1990s liberalization boosted farmer incomes but triggered factory closures, leaving value-chain development an ongoing priority.

The coffee sector is nascent but promising, with only ~300 hectares cultivated and output still negligible, though growing rapidly. Investments in land expansion and rare native varieties could position Mozambique within global specialty markets. Challenges include limited input access, pest pressure, costly processing equipment, and high post-harvest losses from weak value chains. With no international reputation or domestic demand, export capability and export promotion is critical. Fragmented licensing, land tenure complexity, and donor-dependent financing – rather than commercial investment – further slow structural development.

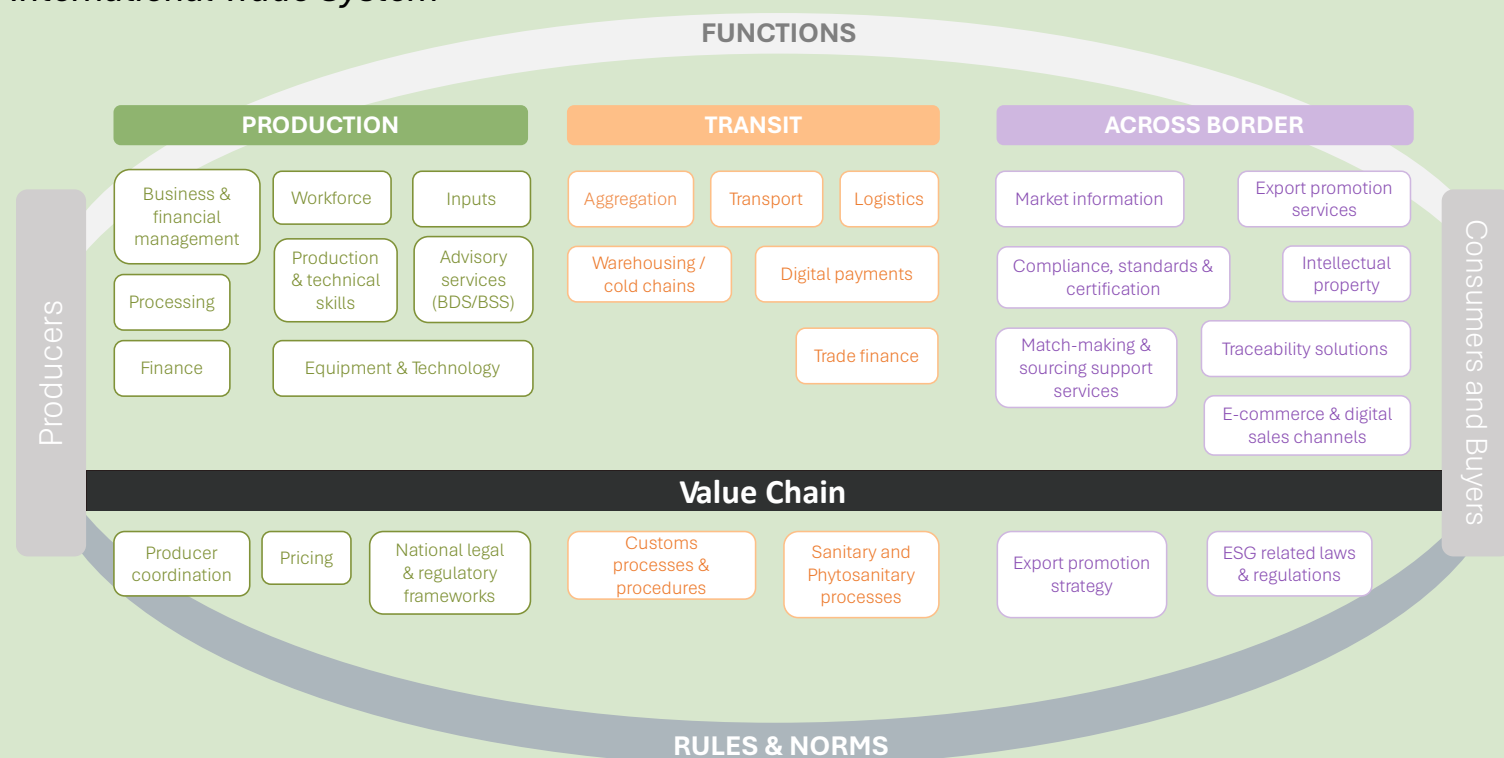


Our Approach to Trade

Swisscontact champions inclusive, equitable, and sustainable international trade. Our mission is twofold: to accelerate fair economic opportunities and employment through trade, while reducing environmental impact.

We help integrate developing countries into global value chains by strengthening local production and value creation, reducing trade and structural barriers, and unlocking new market opportunities. Working across diverse sectors, we partner with small and medium-sized enterprises, government bodies, regulators, and other key stakeholders – including payment providers, sector associations, and certification bodies – to build resilient, inclusive market systems that create lasting impact for producers and communities alike.

International Trade System

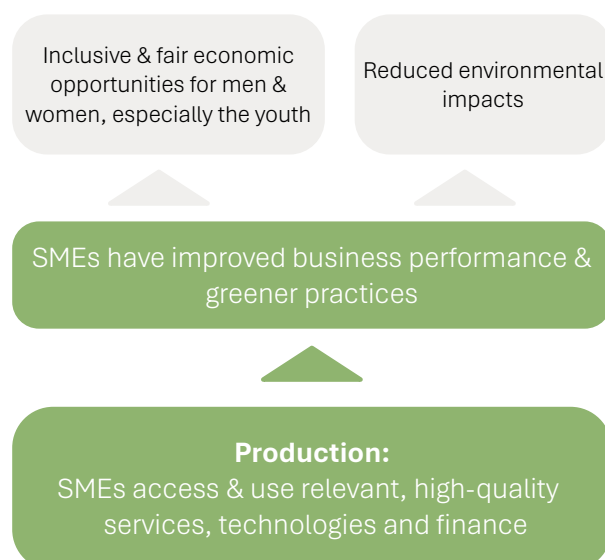


Production and value addition

«Building and strengthening capacities of producers and enterprises for innovation and demand-driven value creation.»

Swisscontact builds the capacity of public and private sector actors to deliver better services and regulatory frameworks for smallholder farmers and producers, enabling them to grow and professionalize. Our work strengthens business and technical training and advisory services, producer coordination mechanisms, and workforce development, while improving access to inputs, equipment, and technology, and enhancing processing capabilities and financial products.

Through this support, producing and value-adding enterprises gain the resources, knowledge, and advisory support needed to sustain and improve business performance – while adopting greener, more sustainable practices.



HONDURAS

PROGRESA project

helped modernise Honduras' coffee sector through a public-private partnership involving Swisscontact, IHCAFE and Molinos de Honduras. By linking smallholder farmers more closely to commercial buyers, the project strengthened incentives to invest in quality, productivity and sustainable production.

Swisscontact worked with Molinos de Honduras who eventually trained more than 2,000 farmers through Farmer Field Schools, demonstration plots and hands-on coaching. Producers adopted improved agronomic practices, including fertiliser regimes based on soil analyses, which reduced input costs while increasing yields. The project also introduced improved wet-processing methods, solar drying technologies and better post-harvest handling to raise coffee quality and reduce losses. At the market level, PROGRESA facilitated more transparent trading relationships, quality-oriented purchasing systems, certification and geographical indication, helping shift incentives away from purely volume-based sales.

The results were substantial: Over 15,000 coffee producers apply good agricultural practices; over 110,000 tons more in total production of processed, export-quality green coffee; 40% increase in average productivity; over 1300 solar driers and 98 wet-processors adopted; 72 producer organisations strengthened; 2 certified coffee plants; 2 export licences obtained; and over 100 million USD coffee sales generated.

Skills Processing Pricing Standards & Certification Value chain linkages

HONDURAS

Rural Market Opportunities project in the Gulf of Fonseca

aimed to increase incomes and resilience among rural households in one of Honduras' poorest and most climate-vulnerable regions by strengthening market opportunities for MSMEs and producers.

The project strengthened the dormant cashew value chain as a pathway to inclusive economic development, with a particular focus on sustainable agricultural practices, women's economic empowerment and improved market participation. The project worked through producer organisations, service providers, research institutions and private-sector actors introducing climate-smart agricultural practices, labour-saving technologies that reduce the workload carried by women, and enhanced business and financial management practices among a range of other solutions.

Through the project, over 2800 cashew farmers were trained in farmer field schools, most of them adopted at least one climate-smart agricultural practice contributing to their climate resilience. Out of the 20 processors the project work with, more than half strengthened their financial management skills and 10 plants made strategic investments to comply with processing standards. Across the value chains, crop productivity increased by 23% while sales rose by 40%.

Skills Equipment Tech. Standards & Certification Value chain linkages

MOZAMBIQUE

Horti-Sempre

aimed to strengthen Northern Mozambique's horticulture sector by making smallholder vegetable production more productive, competitive and resilient while reducing dependence on vegetable imports from southern Mozambique and South Africa.

The project facilitated access to improved seeds, irrigation technologies, technical assistance, market information and good agricultural practices. It promoted innovative solutions such as drip irrigation, underground dams, greenhouses, improved seed multiplication systems and stronger links between farmers, input suppliers and service providers. It also supported year-round vegetable production, helping farmers reduce seasonal production gaps and compete more effectively with imported produce.

Between 2017 and 2021, Horti-Sempre reached 48,329 producers, of whom 27,900 adopted improved technologies and practices. These farmers increased their incomes by an average of 32%, while productivity of key horticultural crops rose by 40%. More than 1,400 horticultural technicians received specialised training, leaving behind stronger local service markets and a more resilient, competitive horticulture sector.

Skills Processing Tech. Inputs Value chain linkages

COLOMBIA

Alianza Café

brings together Swisscontact and leading international coffee companies in an unprecedented pre-competitive partnership to strengthen the resilience of coffee-farming households across Colombia's coffee sector – improving productivity, climate resilience and farmers' incomes and livelihoods.

The project promotes regenerative agriculture through agroforestry, biochar, composting, cover crops, and improved soil and water management. It also improves traceability and supports producers in meeting demanding international market standards, while placing a strong focus on empowering women and youth through training, leadership development and economic inclusion initiatives that secure their long-term participation in coffee production.

Alianza Café Colombia's distinctive pre-competitive collaboration between exporters, roasters and a retailer establishes a replicable model that aligns investments, shares knowledge and anchors lasting change, creating the conditions for regenerative coffee production to scale across Colombia's coffee sector.

Skills Equipment Tech. Standards & Certification Value chain linkages

GHANA - AKSI

Agroforestry Skills and Knowledge Initiative

strengthens the actors, skills and incentives needed to support smallholder farmers' transition to climate-resilient agroforestry systems in Ghana's cocoa sector – improving productivity, biodiversity and long-term farm livelihoods.

Building on the achievements of the Sankofa Project, this two-year pilot will strengthen national training institutions, professionalise agroforestry curricula, and expand the generation and dissemination of knowledge across the sector. It will also generate evidence to guide public and private investment in sustainable cocoa production, and pilot innovative financing mechanisms such as outcome-based payments and carbon finance to reduce the costs and risks smallholders face in adopting agroforestry.

ASKI works in close collaboration with international and local private-sector partners through Public-Private Development Partnerships, anchoring lasting change in Ghana's cocoa sector and laying the groundwork for agroforestry to scale independently in the years ahead.

Skills Advisory Finance Public Private Development Partnership



Honduras - PROGRESA project



Sustainable Agriculture



Gender & Social Inclusion

Value chain finance

Swisscontact promotes financial inclusion as a driver of inclusive economic development. In agriculture, we bring longstanding expertise in unlocking value chain finance for producers. Rather than lending directly, we facilitate financing arrangements embedded within commercial relationships between farmers, producer groups, traders, processors, exporters, cooperatives, and financial institutions, including:

- Buyer- and off-taker-linked financing schemes
- Input credit systems linked to crop delivery
- Cooperative-based finance models
- Warehouse receipt finance
- Risk-sharing and blended finance approaches
- Contract farming finance arrangements
- Digital finance and payment solutions
- Value chain-based insurance mechanisms

Our support centres on three key areas:

- Expanding digital finance through payment systems, agent networks, and digital financial services that lower transaction costs and improve accessibility.
- Building financial capability and investment readiness through financial literacy, business planning, governance, and financial management support.
- Developing agricultural loan products with financial institutions, building investment pipelines and matchmaking across the value chain.



By channelling finance through value-chain actors and linking it to commercial transactions, we reduce risk and unlock access for smallholders often overlooked by traditional banks. This enables producers to invest in upgrading and scaling their operations, build resilience, and create lasting economic opportunities for their families and communities.

Project references: Value chain finance

CAMBODIA - ISA



The Innovation for Sustainable Agriculture project

aims to transition the cashew sector toward climate-resilient agroecology, restoring degraded land and improving the livelihoods smallholder farmers. It seeks to increase productivity, strengthen farmer resilience, improve product quality, expand domestic value addition and connect farmers to market incentives that reward sustainable production.

The project uses a market-based transition finance model embedded in commercial supply chains. It combines recyclable grants, traceability systems, price premiums and technical assistance to lower the costs and risks of adopting regenerative practices. In parallel, it promotes improved production technologies and regenerative farming practices, while strengthening research and knowledge generation, extension services and farmer capacity to support widespread adoption. The project also mobilises blended finance and supports investment by aggregators and processors to strengthen sourcing systems, traceability and market access while supporting implementation of Cambodia's National Cashew Policy.

Swisscontact works through partnerships with aggregators, processors, buyers, research institutions and public-sector actors. Financial incentives are channelled through commercial relationships rather than direct subsidies, aligning market demand, sustainable sourcing and long-term private-sector investment

Skills Tech. Equipment Finance Processing

Traceability Value chain linkages

RWANDA, NEPAL, UGANDA - CASA



Commercial Agriculture for Smallholders and Agribusiness

was designed to demonstrate that inclusive agri-food systems are investable. Across multiple countries, it integrated smallholder farmers into commercial value chains while strengthening agri-SMEs, incomes, and climate resilience. The programme was implemented by NIRAS, TechnoServe and Swisscontact, combining complementary strengths. Swisscontact contributed hands-on country implementation, market systems expertise and institutional capacity building, while TechnoServe's investor-facing work provided insights into investor needs, helping refine interventions and market-system support.

At its core, CASA aimed to unlock investment. Swisscontact supported agri-SMEs through technical assistance, grants, investment-readiness support and business model development, helping them become commercially viable and investor-ready. It facilitated investor matchmaking, strengthened governance, generated evidence on inclusive business models, and promoted co-investment approaches that reduced risk across value chains.

By addressing value-chain bottlenecks and strengthening relationships between farmers, agribusinesses and financiers, CASA mobilised significant private-sector investment. In Nepal alone, the programme leveraged GBP 5.07 million in third-party investment for partner SMEs and reached more than 155,000 smallholder farmers, demonstrating that inclusive, climate-resilient agricultural businesses can deliver both commercial returns and development impact.

Skills Finance

Trade acceleration - Transit

«Simplification, modernization and harmonization in the trade enabling environment and trade-related processes.»

Swisscontact enhances services and processes that enable goods and services to move faster and better from producers to exporters and across the border. Our experience lies in strengthening aggregation systems, post-harvest handling, supply chain infrastructure, digital payment systems, and customs processes and procedures.

Through these improved trade-related functions and processes, enterprises benefit from free, fair and efficient trade.

Inclusive and fair economic opportunities for men and women, especially the youth

Reduced environmental impacts

SMEs benefit from free, fair and efficient trade

Transit:

SMEs access and use more efficient trade-related services, infrastructure and processes



UGANDA RUSH project - Streamlining export processes of horticulture products

NEPAL - NAMDP

Nepal Agricultural Market Development Programme

aimed to increase rural incomes and employment by integrating smallholders into higher-value markets and strengthening commercial agriculture. In its second phase, the programme shifted focus towards commercialisation, processing and export of value-added agricultural products across Nepal's agri-food sector.

The project strengthened agribusinesses, service providers and government actors to catalyse capacities and investment in processing and post-harvest solutions across value chains including dairy, vegetables, maize and large cardamom. Activities included supporting mechanisation services, improving storage and logistics, strengthening market access, facilitating finance, promoting improved cardamom dryers, and introducing digital innovations that enhanced supply-chain efficiency and product quality.

Through collaboration with more than 50 private-sector partners, the programme expanded demand for smallholder produce, strengthened agri-SMEs and helped build more competitive and resilient value chains capable of generating jobs, income and greater value addition within Nepal.

Skills Finance Processing Tech. Equipment

Post-harvest practices Supply chain infrastructure



UGANDA - RUSH

Re-engineering Uganda's Sanitary Phytosanitary Export Inspection

was designed to streamline SPS and export procedures, reduce trade costs and strengthen Uganda's horticultural export system. The project digitised SPS inspections through a risk-based system, strengthened pest-risk management, improved coordination between trade and agriculture authorities, and upgraded the Uganda Trade Information Portal to provide exporters with clear guidance on requirements, licences, fees and processing times. Public-private dialogue also strengthened collaboration among regulators, logistics providers and exporters.

The reforms improved transparency, compliance and traceability, reduced inspection delays and produce waste, and lowered the time and cost of exporting while strengthening trust between public and private actors while improving exporters' access to market and regulatory information.

- Digital SPS Inspection Management System operational
- More than 90% of exporters adopted the new inspection checklists; 80% expressed confidence in the system and processes
- Inspection times at packhouses declined by 2.5 hours to <2 hours; inspections at Entebbe Airport reduced to 29 minutes
- Produce waste declined by 370,000 USD / year (est.)

Customs process

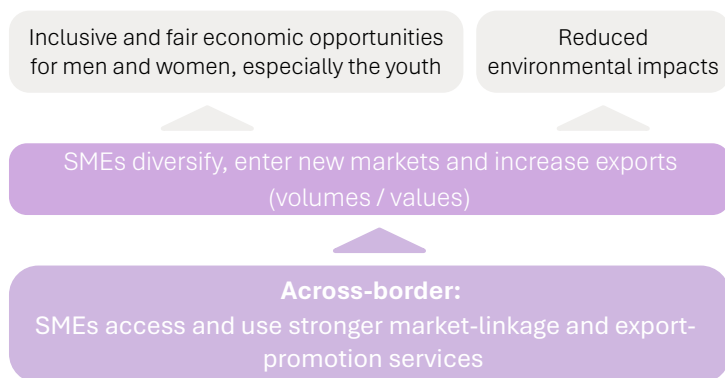
Compliance & Standards





Trade linkages - Across Border

«Simplification, modernization and harmonization in the trade enabling environment and trade-related processes.»



Swisscontact amplifies services and the enabling environment which allow and improve market linkages to foreign buyers. Our experience centres around enhancing market intelligence, export promotion services, value chain linkages, and compliance, standards and certification services alongside strengthening traceability and export promotion strategies.

Through better market access, producers can diversify and enter new, more lucrative markets and increase exports.

BANGLADESH - SAFE BD & GREEN+

SPS Compliance and Digital Traceability for Horticulture Exports strive to improve the competitiveness of export-oriented horticulture by strengthening food safety systems, regulatory compliance and market access.

The project works with farmers, exporters and government agencies to improve pest-risk management, Good Agricultural Practices (GAP), hygiene controls and HACCP-based food safety systems, access to finance and digital traceability, helping exporters meet increasingly stringent international requirements.

To date, 2,500 farmers, 40 exporters and SPS officials received training; regulatory systems; facilitating are strengthened, direct trade linkages with EU and UK buyers established and financial literacy and access to finance for exporters and agri-SMEs improved. Together, SAFE BD and Green+ help reduce export rejections, accelerate customs and compliance processes, and position Bangladesh's horticulture sector for higher-value international markets.

Compliance Standards Traceability Finance

GLOBAL - SIPPO

The Swiss Import Promotion Programme

SIPPO improves access to Swiss, European and regional markets for export-oriented companies in developing and emerging economies. Working across 11 countries, it strengthens Business Support Organisations (BSOs) that help SMEs become more competitive and connect with international buyers.

The programme builds BSO capacity in export promotion, market intelligence, sector development and buyer linkages through organisational assessments, tailored development plans and the Trade Promotion Academy. It supports partner institutions in areas such as service delivery, digitalisation, sustainability and trade promotion.

To date, SIPPO has supported more than 50 BSOs across 11 countries, helping them become more effective and self-reliant while creating sustainable export promotion systems and stronger connections between exporters and international markets.

Export promotion & strategy Market intelligence Value chain linkages
Compliance, Standards, Certification

Swiss Sustainable Coffee Platform (SSCP)



Swisscontact is a founding member of the Swiss Sustainable Coffee Platform (SSCP), a multi-stakeholder initiative that brings together the Swiss coffee industry, SECO, civil society and academia to advance sustainability across the coffee value chain. Swisscontact contributes its field experience and acts as a bridge between producers, businesses and public stakeholders.

The SSCP promotes living incomes, decent work, human rights, regenerative agriculture, climate resilience, deforestation-free supply chains and sustainable sourcing through collective action, policy dialogue, project funding, peer learning and harmonised impact measurement.

The platform creates opportunities to influence sector agendas, develop partnerships, mobilise funding, and scale solutions that improve farmer livelihoods while making coffee supply chains more resilient and sustainable.

Partners:  Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra
Swiss Confederation
Federal Department of Economic Affairs,
Education and Research EABR
State Secretariat for Economic Affairs SECO



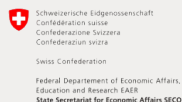
Trade Related Instruments Connected (TRIC Network)

The TRIC Networks is a collaboration platform of European trade promotion organisations. The network aims to improve export promotion practices, facilitate knowledge exchange, coordinate activities, and create synergies that strengthen trade between partner countries and Europe. Swisscontact, through SIPPO, is a driving force behind the Network, serving as both an active member and the host of its secretariat.

The TRIC Network provides a platform for collaboration, shared market intelligence, peer learning and collaboration. Through coordinated action and knowledge exchange, members leverage each other's expertise, reduce duplication, build strategic partnerships and strengthen the impact of their trade promotion programmes, ultimately improving market access and export opportunities for businesses in partner countries.



Partners:



- Austrian Retail Association / Handelsverband
- Finnpartnership
- Import Promotion Desk, IPD Germany
- International Trade Centre, ITC
- Open Trade Gate Sweden, OTGS

Our Offer

Swisscontact provides project implementation and management services to donors, governments and private-sector partners. Through our global network of country offices, we manage operations, partnerships, grants and contracts, fiduciary oversight, monitoring and reporting, while facilitating collaboration with local stakeholders to ensure effective implementation and sustainable results on the ground. We operate as lead implementer or co-implementing partner in complex, multi-country multi-stakeholder programmes.

The Springfield Centre provides strategic advisory, training and research services grounded in systemic thinking, helping organisations design, implement, evaluate and learn from programmes that drive sustainable, systemic change. It helps organisations to pivot their approaches through advisory and strategic capacity building.

1. Analysing and scoping context

Mapping host community and industry needs, value chains, stakeholders and social and environmental risks to ground programmes in evidence.

6. Communication

Translating results into communicable evidence that strengthens stakeholder trust and influence industries actions

5. Evaluating & Adapting

Regular review and course-correction to ensure programmes keep delivering as contexts evolve

4. Measuring & Learning

Tracking outcomes of projects, we implement through standardized MRM systems and against defined KPIs, aligned with DCED standards and donor requirements.

2. Planning, designing & developing

Co-designing programmes that turn support into measurable resilience with clear objectives, contributions, partner roles, and governance

3. Implementing

Delivering impact on the ground through our local teams with proven track records and deep networks

 1. Analysing and scoping context	Context Mapping and Scoping - Value chain / system mapping: Constraints and Stakeholders - Supply chain due diligence (partners) and risk mapping - Access and affordability analysis - Social, labour and human rights due diligence and risk mapping - Sustainability gap analysis	advisory
 2. Planning, designing & developing	Sustainability Risks, Opportunities and Prioritization - Risk and materiality assessments - Internal consensus building, ambition setting & alignment - Board engagement and trainin Strategy & Design - Participatory project design & roadmaps - Stakeholder engagement & Partnership facilitation - Design and formalisation of multistakeholder platforms and processes - Capacity building of value chain partners and project teams	
 3. Implementing	- Fiduciary agent / Fund manager - Project and operational management - Local implementation and staffing - Public and private partnership management	implementation services
 4.-5. Measuring & Evaluating	- Results chains / Theory of Change development - MRM systems: design and implementation - Project reviews of activities and results - Baseline studies, Cost-Benefit analysis - Impact and results assessments - Systemic change assessments - Ex-post evaluations	
 6. Communication	- Result reports - Blogposts - Case Studies & Evidence pieces - Lessons learned - Good practice documentation - Webinars	