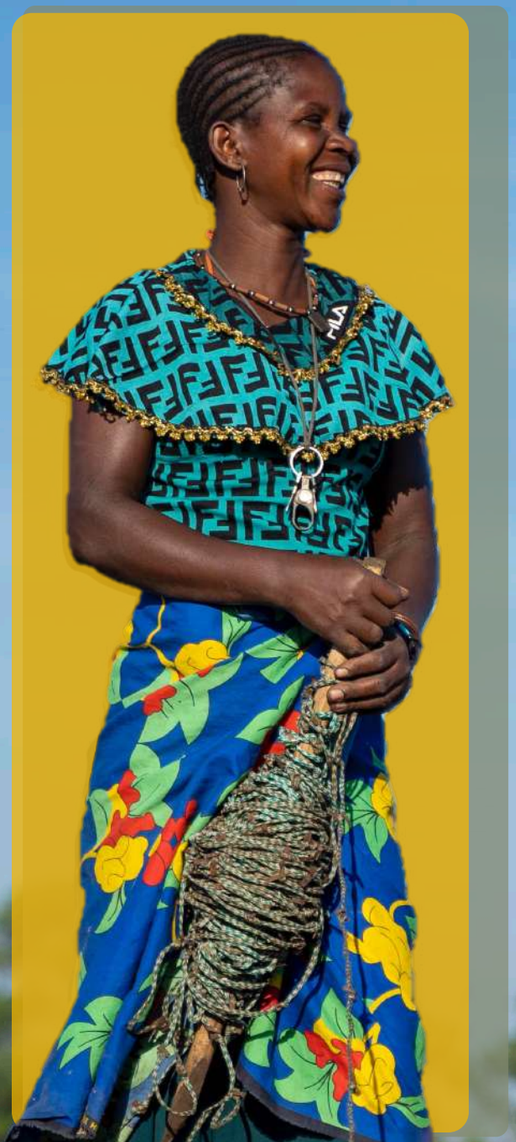
RESET

IMPACT & LEARNING REPORT

2020-2024



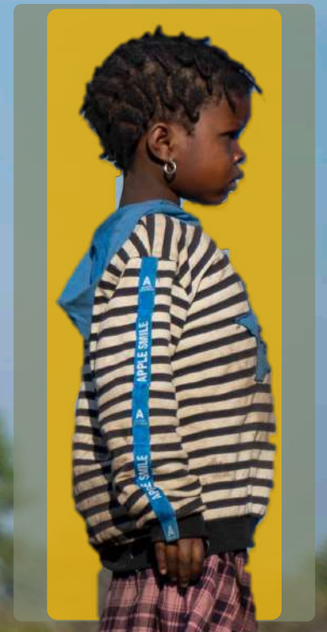


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1.1 / Introduction



RESET's Empowering Change - Pioneering Years of Sustainable Growth, Social Impact, and Leadership in Mozambique

SUSTAINING PROGRESS

We have steadfastly adhered to our purpose for 127 years, and our optimism for our business's future has never been stronger.

RESET represents a transformative approach in our journey towards sustainable development and social impact amplification. This initiative is a reflection of our renewed commitment to our core values, mission, and vision, tailored to meet the Mozambican evolving local social needs and challenges of our time. It's a testament to our dedication to not just adapt but to lead in an ever-changing global landscape. At the heart of this transformation is our team, whose diverse expertise and visionary guidance are pivotal in steering our strategic direction. Their role is crucial in ensuring that our operations not only align with but also set new standards in sustainable development.

While JFS-RESET and the RESET Foundation operate as independent entities, they are united by a collaborative synergy and a shared commitment to inclusive, long-term development. The RESET Foundation was established to deepen and expand the research, knowledge production, and community-based initiatives that have complemented JFS-RESET's agro-industrial activities since the beginning. These include essential interventions in access to water, primary healthcare, education, and local livelihood resilience—all critical for strengthening the well-being and autonomy of rural communities.

The RESET Foundation works in close alignment with JFS-RESET but also positioned to collaborate independently with other public, private, academic, and civil society organizations, in Mozambique and in other countries facing similar systemic challenges.

Together, this dual structure enables greater transparency, autonomy, and impact. With no conflicts of interest and a clear division of roles, the RESET work force also integrates key regulatory frameworks, such as the Mozambican cotton regulations, to guide its operations effectively. This initiative is more than an extension of RESET efforts; it is a standalone force for progress, committed to driving systemic change, supporting small producers, and setting a new benchmark in sustainable development for Mozambique and beyond.

ADVANCING SUSTAINABLE DEVELOPMENT

The RESET Impact Report highlights the organization's legacy, mission, and values, showcasing its comprehensive efforts to tackle Mozambique's economic, social, and environmental challenges. Grounded in the SDGs and ESG impact targets, RESET emphasizes its institutional framework, operational scope, and key performance indicators (KPIs). The report also explores RESET's certifications, shared-value partnerships, and the ecosystem enabling its mission to transform rural livelihoods. Key sections illustrate the organization's response to critical ESG and SDG challenges, its operational reach, and its collaborative efforts with stakeholders.

IMPACT OVERVIEW

The report provides a comprehensive overview of RESET's measurable impacts across environmental, social, and governance dimensions. Environmental achievements include land restoration, biodiversity enhancement, and the adoption of sustainable farming practices. Social impact initiatives focus on improving livelihoods, reducing poverty, and promoting education and gender equity. RESET's governance initiatives underscore the organization's commitment to sustainability through a dedicated team, robust agro-industrial infrastructure, and the integration of scientific research to drive innovation. By empowering rural communities with business skills and access to decent work opportunities, RESET fosters inclusive growth and long-term sustainability. Furthermore, its focus on stakeholder accountability, multi-stakeholder partnerships, and a steadfast commitment to mitigating violence and promoting transparency solidifies RESET's position as a transformative leader in sustainable development.



1.1 / Introduction

The Journey of João Ferreira dos Santos and the RESET Group – Returning to the Roots

A JOURNEY OF RESILIENCE

João Ferreira dos Santos was a poor young man from Portugal's western region, the son of a single mother. Thanks to the kindness of a supportive friend, he was able to study up to the 4th grade. At just 17 years old, João set out for the port of Lisbon, chasing a new life. He boarded the first ship willing to take him in exchange for labor and landed on the Island of Mozambique on January 24, 1897—back when it was still the capital of the territory.

João found work in a small trading shop. Just a few months later, the shop's owner, tired and without heirs, recognized João's remarkable dedication and character and decided to pass the business to him. João seized the opportunity and from that small shop built a business empire that became a national icon, a symbol of resilience and success. Over 127 uninterrupted years, this enterprise has withstood Mozambique's independence in 1975 and the 16 years of internal conflict that followed, ending in 1992.

This transition from a single founder's vision to a collective effort led by empowered local leaders represents the essence of Project RESET: building a future rooted in inclusivity, resilience, and shared prosperity.

COMMUNITY-CENTERED GROWTH

What began as a trading business gradually expanded into various sectors across the country. Agriculture likely became the group's second activity, starting as early as 1898, when João ventured inland to engage with local communities. He promoted farming and the trade of agricultural goods to supply the country's main city, fostering economic and social ties along the way.

João, as he preferred to be called, never forgot his humble roots. He maintained a hardworking and humble spirit—values that continue to guide us to this day. He had an extraordinary gift for understanding people and working collaboratively with them.

MOZAMBIQUE'S SOCIETAL CHALLENGES

Mozambique faces profound challenges as one of the world's poorest countries, with a per capita income far below the global average. Half the population is under 16, with limited access to education, while rapid population growth of 1 million annually overwhelms infrastructure and resources.

Seventy percent of the population relies on subsistence agriculture, practiced in rudimentary ways that threaten sustainability. Spread across a vast rural landscape, the system is overburdened, leaving younger generations aspiring for a better, more sustainable future.

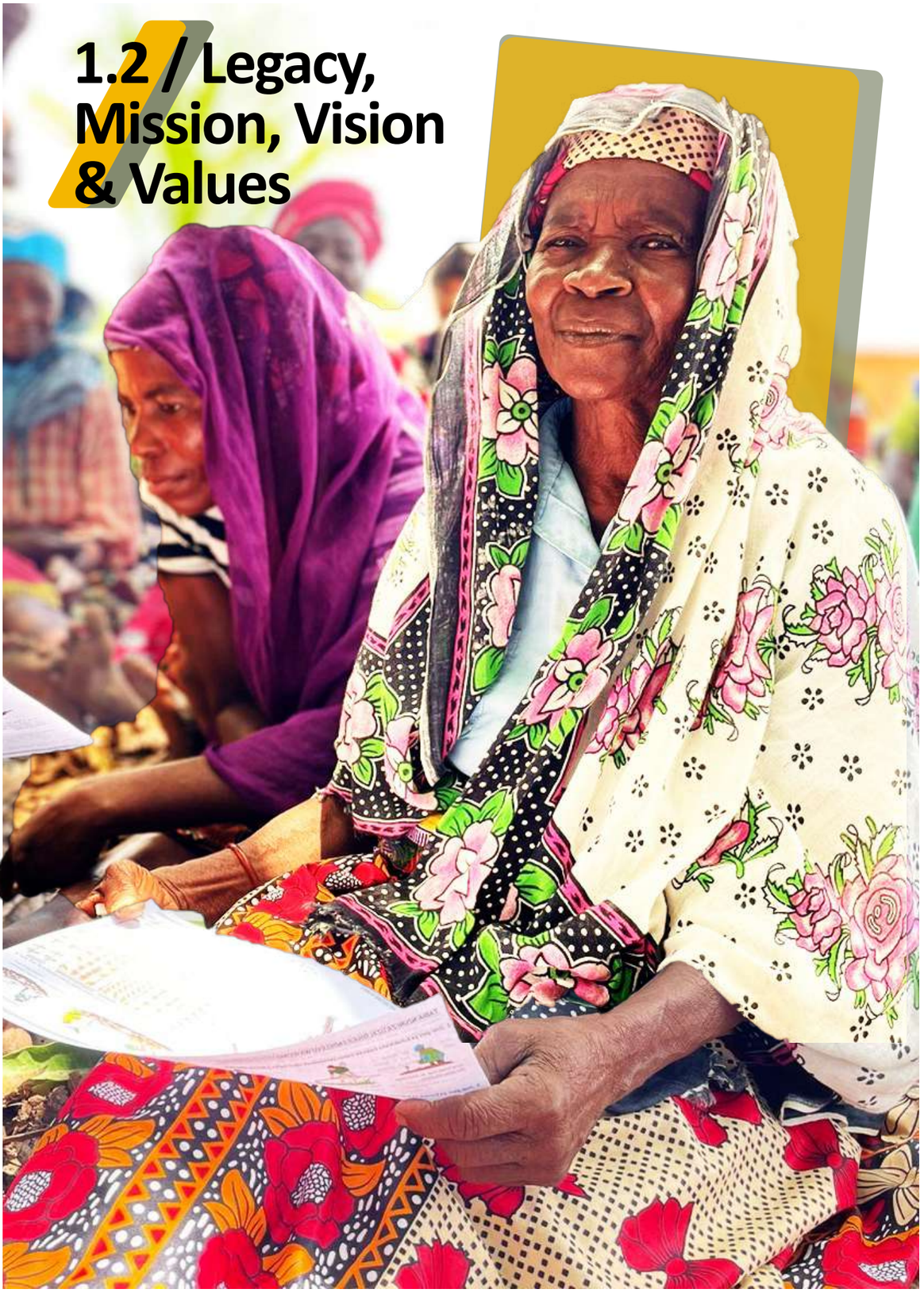
RESET A VISION FOR CHANGE

In our rural operations, we work directly with about 40,000 rural families, bypassing intermediaries to form true partnerships, ultimately reaching over 200,000 people. In this national and global context, we see not just an opportunity but a profound responsibility to do our part. We aim to inspire and contribute to a movement of change—one that regenerates human lives and the environment.

What began with João Ferreira dos Santos, a visionary man who transformed humble beginnings into a thriving enterprise, has come full circle, returning to the organization's roots of inclusivity and accessibility.

This evolution is now driven by the leadership and resilience of local farmers, with many women at the forefront of change. These women represent the essence of progress—leading their communities without labels or limitations, ensuring food security, promoting sustainable farming, and advocating for a better future accessible to all. João's legacy of humility and vision lives on, embracing all - equality and opportunity for everyone.

1.2 / Legacy, Mission, Vision & Values



To the shareholders, JFS legacy represents, most and above all, the moral obligation to keep on contributing to the overall development of Mozambique

OUR LEGACY

JFS is a family group founded in Mozambique Island in 1897. JFS history merges with the history of the country and it is deeply rooted in the values of the founder Joao Ferreira dos Santos, great grandfather of the actual owners. JFS always operated in the rural country, in partnership with local farmers and communities. JFS survived the independence moment in 1975, and the difficult 16 years of internal war that lasted until 1992, never stopping with its operations, including the agriculture and the industrial activities, some of them in the war zones. JFS is respected for its resilience, for its fairness, and for its capacity to operate in harsh rural environments, in partnership with a large number of small-scale farmers.

OUR PURPOSE

The end of extreme poverty in rural communities and the beginning of soil and ecosystem regeneration, in harmony with the planet.

OUR MISSION

"Our mission embodies three core principles: 'Co-Design,' 'Do,' and 'Inspire.' We co-design by collaborating with top experts and partners to create tailored solutions for rural Mozambique. We 'Do' by turning these strategies into action, demonstrating professionalism and efficiency in sustainable development. Finally, we 'Inspire' by developing and sharing our knowledge and experiences, fostering a movement towards sustainable and equitable growth both locally and globally."

OUR VALUES

Commitment / Dedication and seriousness. Long-term perspective. Respecting and defending individuality while promoting a common good. Taking responsibility in roles and processes.

Courage / Facing fear head-on, doing what needs to be done, and refusing to take the easy way out.

Happiness / Living life with a smile. Understanding that problems are part of daily life and growth. Always seeking solutions. Seeing the glass as half-full, not half-empty.

Shared-Value / Ensuring all actions positively contribute to the economy, society, and environment.

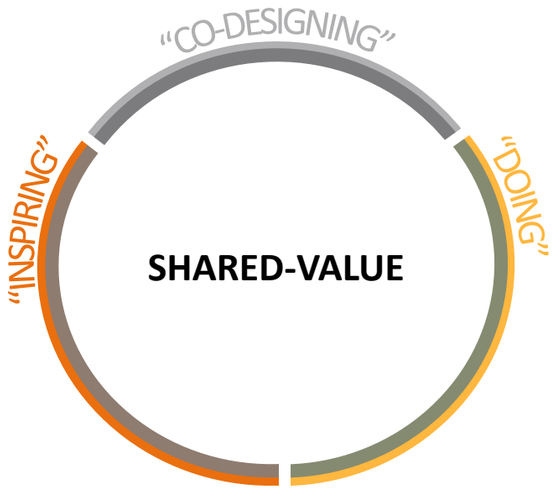
Results / Acting proactively and achieving results.



1.3 / Institutional Framework

The term "RESET" is used metaphorically to represent the need for a substantial reformulation in the methods in which we live and work in line with the planet. RESET institutional framework, reflecting a global challenge, needs shared-value innovative solutions to overcome critical environmental and social obstacles in Mozambique.

The RESET platform operates as a think tank dedicated to strategic alignment among various intervention areas and the co-design of hypotheses and practical solutions for environmental challenges. To achieve this, the RESET platform aims to bring together top national and international specialists in a creative and collaborative environment.



The RESET Foundation is dedicated to research, systematization and dissemination of knowledge and solutions to the practical challenges of rural Mozambique, in alignment with international academic standards. In addition, the RESET Foundation promotes investments in areas essential for the development and regeneration of the rural environment and human lives.

JFS-RESET represents the operational and business arm of the group, developing integrated sustainable responsible rural enterprises. JFS-RESET focuses heavily on contract farming, working in partnership with thousands of smallholder family farmers. Additionally, JFS-RESET invests in industrialization and the development of essential products and services to advance rural areas.



1.4/ Main ESGs Challenges

Our ecosystems are under siege from a confluence of environmental degradation, social injustice, and governance shortfalls, critically threatening global sustainability.

ENVIRONMENTAL

Mozambique faces significant environmental challenges that are severely impacting its natural resources and agricultural productivity. Over 40% of the country's agricultural land is degraded, leading to diminished soil fertility and reduced crop yields. Additionally, deforestation is a critical issue, contributing to a cumulative estimated loss of 8 million hectares since 1970s. This widespread deforestation is driven by agricultural expansion and illegal logging, further exacerbating biodiversity loss.

The impact of climate change is also increasingly evident in Mozambique, with a rise in the frequency and intensity of natural disasters such as cyclones and floods. Events like Cyclones Idai (2019), Gombe (2022), Anna (2022), Freddy (2023) and Chido (2024) which striked the centre and north of the country in the recent years, plus La Nina (2010-2011, 2011-2012, 2020-2022) or El Nino (2009-2010, 2015-2016, and 2018-2019) - ENSO cycle events are examples of the devastation on agricultural productivity and food security[2].

MAIN ENVIRONMENTAL PROBLEMS INDICATORS

- **Soil Degradation:** Over 40% of agricultural land is degraded[2]
- **Deforestation**: 267,000 hectares of forest lost per year
- **Biodiversity Loss**: Mozambique ranks 55 out of 195 countries on the Environmental Performance Index for biodiversity and habitat loss
- **Climate Change Impact**: Cyclone affected over 1.85 million people

SOCIAL

Mozambique is grappling with severe multidimensional poverty, characterized by multiple deprivations and limited access to basic services, with 62,8% of the population lives below the poverty line. This stark disparity makes Mozambique one of the poorest countries in Sub-Saharan Africa and in the world[2]. The agricultural sector, which employs 72% of the population but contributes only 25% to GDP, is characterized by low productivity, further entrenching poverty. Economic shocks, have exacerbated these conditions, forcing many households to deplete assets and reduce consumption as a coping mechanism. The country's high inequality, reflected in a Gini ratio of 50.4%, underscores the widespread disparity, with the 2023 Mozambique Poverty Assessment revealing that average daily consumption in 2020 was just 0,17 USD above the poverty line, and rural consumption fell below it, highlighting the precarious living conditions for much of the population[2].

These social disparities are exacerbated by ongoing conflict and fragility, particularly in rural areas where food insecurity affects approximately 29.7% of the total population. Youth unemployment further fuels economic insecurity, while gender inequality remains a significant barrier to progress, with women earning 20% less than men for the same work and often being excluded from leadership roles and decision-making processes[4].

MAIN SOCIAL PROBLEMS INDICATORS

- **Poverty**: 62,8% of the population lives below the poverty line[2]
- **Food Insecurity and Fragile Agriculture:** Approximately 72% of Mozambique's population relies on agriculture, a sector with low productivity vulnerable to climate events[2]
- **Unemployment and Low-quality employment**: 70% of those employed work in subsistence agriculture with minimal productivity and challenging conditions, particularly affecting the youth[2]
- **Gender Inequality and Disempowerment**: Mozambique ranks 136th out of 191 countries on the Gender Inequality[4]

GOVERNANCE

Mozambique faces significant challenges in infrastructure, governance, and institutional capacity that impede its progress toward sustainable development. The country´s infrastructure, reveals major deficiencies in roads, ports, and other critical facilities. This inadequate infrastructure, coupled with limited investment in research and development (R&D), where expenditure is below 0.5% of GDP, severely restricts the country's ability to foster innovation and technological advancements. The shortage of skilled researchers and scientists, compounded by weak linkages between research institutions and the private sector, further hinders the practical application of research, slowing technological upgrades and innovation[2]. Additionally, Mozambique's local governments struggle with weak institutional capacity, making it difficult to implement and enforce policies, develop sustainable projects, attract quality partners and manage resources efficiently, reflecting significant problems with corruption and transparency[5].

Also, there is stark disparity in global cotton subsidies, with major producers like China, the U.S., and Brazil receiving substantial government support, while Mozambique, with a regulated cotton price and without ensure subsidies, faces severe market disadvantages, exposing its farmers to full production risks[6].

MAIN GOVERNANCE PROBLEMS INDICATORS

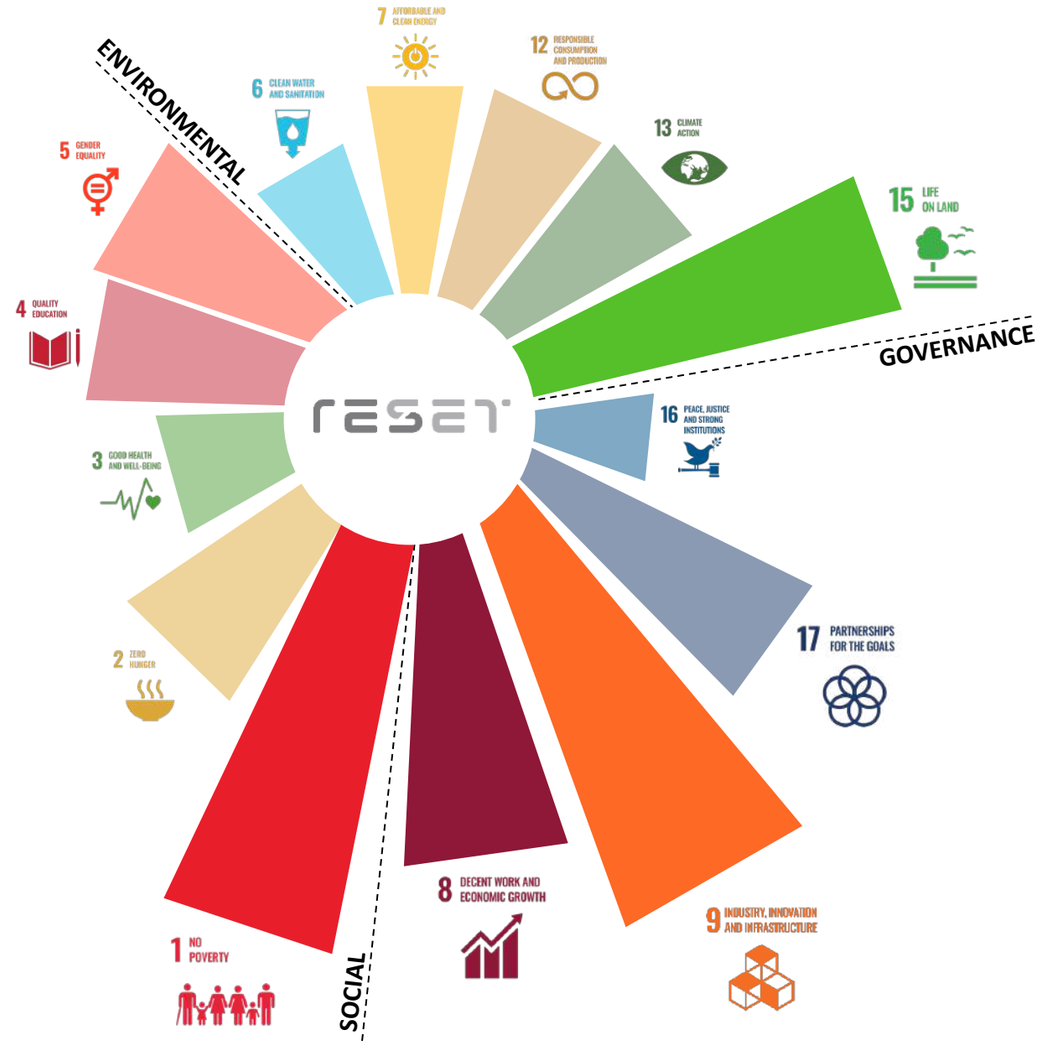
- **Infrastructure Quality**: Mozambique ranks 137th out of 141 countries in infrastructure quality
- **Limited Investment and Infrastructure & Shortage of Skilled Personnel**: Mozambique suffers from underinvestment in research and development (R&D), with R&D expenditure below 0.5% of GDP. There is a significant shortage of skilled researchers and scientists, with limited opportunities for advanced training.[5]
- **Corruption Perception**: Mozambique ranks 147th out of 180 countries on Transparency International's Corruption Perception Index[5]
- **Ease of Doing Business**: Mozambique ranks 138th out of 190 countries, indicating significant challenges in governance, transparency, and regulatory efficiency[5]
- **Cotton Regulation with Zero Government Subsidisation:** Mozambique operates under a regulated cotton price system without any form of subsidy[6].

SOURCE: [1]WB (2021), Mozambique Country Forest Note
[2] WB (2023), Poverty Reduction Setback in Times of Compounding Shocks
[3]M. Pereira, J. Silva (2024), Environmental Stressors of Mozambique Soil Quality
[4]WB (2022), Leveraging Women and Girls' Potential
[5] BTI (2023), Mozambique Country report
[6] ICAC (2023), Production and Trade Subsidies Affecting The Cotton Industry

1.5/ Main SDGs Challenges



The most prominent SDGs for RESET are SDG 15 - Life on Land (Environmental), SDG 1 - No Poverty (Social), and SDG 9 – Industry, Innovation, and Infrastructure (Governance). Additionally, there are other secondary goals that cut across all aspects of the RESET value chain.





1.6 / Operational Areas & Outputs

RESET´s operation portfolio and main chain of value, services and products.

THINK TANK AND STAKEHOLDERS

RESET as a Think Tank and Stakeholder Engagement platform for Strategic Project Development, Partnerships, and Expertise Integration.

OUTGROWING & AGRICULTURE DEVELOPMENT SERVICES

JFS-RESET supports outgrowing and agriculture development by providing seeds, essential inputs, and expert guidance, while registering, certifying and training farmers. These services empower vulnerable communities through sustainable farming practices, boosting food security, enhancing productivity, and connecting farmers to markets and broader agricultural innovation and processing efforts.

SERVICES

ACCESS TO AGRONOMY AND QUALITY INPUTS

DIGITAL TRACEABILITY (FARM, FARMER, & PRODUCT)

CAPACITY BUILDING, TRAINING PROGRAMS, TECHNICAL SUPPORT AND BUSINESS SKILLS

ACCESS TO CERTIFICATIONS

PRODUCTS

COTTON SOY MAIZE AGROFORESTRY

COMERCIAL FARMING

Commercial farming on larger areas utilizing tecnnology and data-driven techniques to enhance productivity and meet scale market demands efficiently.

PRODUCTS

SISAL MACADAMIA LITCHIE AGROFORESTRY

MARKET ACCESS

JFS-RESET operates a rural shop network designed to gradually become the business matrix of the entire outgrowing model. These shops not only supply essential agricultural inputs, livelihood goods, and services to rural communities require, such as access to financial services, but also act as purchasing centers for local agriculture products. This approach streamlines agricultural supply chains, promotes circular economy practices with fair pricing, optimizes logistics, and generates local employment and jobs. The distribution and retail operation is implemented in partnership with local entrepreneurs, integrating local shops and community agents, which, by becoming part of the network, have access to a wide range of services, like an online ordering platform, credit conditions, delivery and collection of goods.

SERVICES

FAIR BUSINESS & MARKET ACCESS

ACCESS TO FINANCIAL SERVICES

DISTRIBUTION AND RETAIL ACCESS

INDUSTRIAL PROCESSING, LOGISTICS & EXPORT

JFS-RESET's industrial processing focuses on transforming raw agricultural products into high-quality, value-added goods for national consumption and export. With modern facilities and sustainable practices, it enhances efficiency, supports local economies, and strengthens the agricultural value chain, ensuring better market access and improved livelihoods for farmers.

INDUSTRIES

COTTON GINN

OIL CRUCHING & REFINING

SISAL PROCESSING

SERVICES

INDUSTRIAL PROCESSING

LOGISTICS

VALUE-ADDED EXPORTS

LIVELIHOOD, ENVIRONMENT & SOCIAL BUSINESS

JFS-RESET and the RESET Foundation collaborate with most vulnerable communities to co-create sustainable solutions in response to the main livelihood priorities. Whether the intervention has opportunity to become a social business (like the access to solar energy), or resumes to more of a social project (like the access to water), RESET´s approach promotes entrepreneurship and ownership, aiming at generating lasting social and economic impact in the communities.

SOCIAL BUSINESS

CO2 CARBON MARKET

SOFTWARE SOLUTIONS

SOLAR SOLUTIONS

PROJECTS

WATER, SANITATION & ENVIROMENT

EDUCATION & HEALTH

OTHER CRITICAL AREAS

RESEARCH & AWARENESS

The RESET Foundation, through the "João Ferreira dos Santos" Knowledge Centre, fosters a strong culture of cooperation, research, development, and innovation (RD&I). By advancing scientific knowledge and developing practical tools actively contributes to global awareness and innovation through the creation and dissemination of impactful scientific publications.

SERVICES

RESEARCH PROJECTS

TOOLS

SCIENTIFIC PUBLICATIONS

COMMUNITY OUTREACH & ADVOCACY

1.6 / Operational Areas & Outputs

RESEARCH & AWARENESS



RESEARCH PROJECTS, TOOLS & PUBLICATIONS



INDUSTRIAL PROCESSING, LOGISTICS & EXPORT



INDUSTRIAL PROCESSING



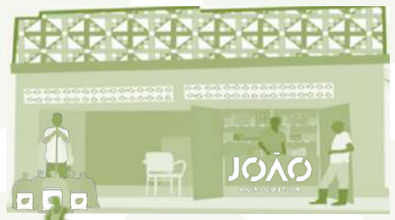


STORAGE AND LOGISTICS

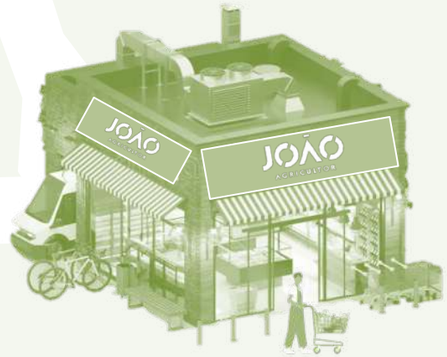


VALUE-ADDED EXPORTS

MARKET ACCESS



LOCAL SHOP



SUPERMARKET STORE



DISTRIBUTION AND RETAIL ACCESS



OUTGROWING & AGRICULTURE DEVELOPMENT SERVICES

LIVELIHOOD, ENVIRONMENT & SOCIAL BUSINESS

COMERCIAL FARMING



DIGITAL TRACEABILITY (FARM, FARMER, & PRODUCT)





ACCESS TO AGRONOMY AND QUALITY INPUTS



CAPACITY BUILDING, TRAINING PROGRAMS, TECHNICAL SUPPORT AND BUSINESS SKILLS



ACCESS TO CERTIFICATIONS



RURAL LOCAL AGENT SHOP



ACCESS TO FINANCIAL SERVICES





ACCESS TO ENERGY

ACCESS TO WATER

ACCESS TO EDUCATION



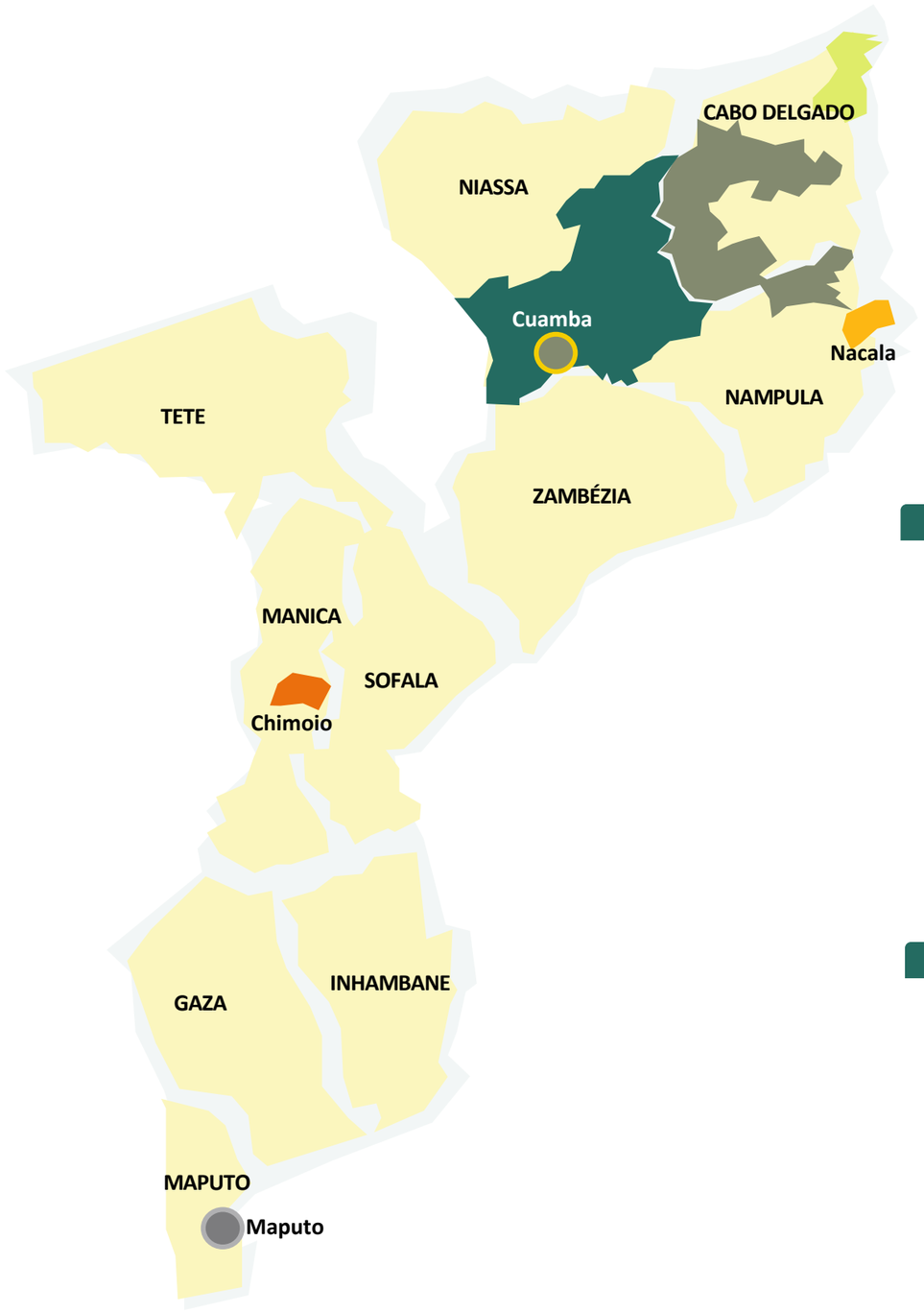
ACCESS TO HEALTH



1.7 / Geographic Operational Scope



RESET's geographic action scope encompasses diverse regions, fostering sustainable development and positive impact.



LEGEND

- JFS-RESET and RESET Foundation Headquarters
- JFS-RESET Operational Centre & Cotton and Oil Factories
- Cotton & Other Crops (Long Term Contract) & Rural Shops
- Cotton (Provisional Assistance in Conflict Areas)
- Food Crops - Agricultural Development Services in Conflict Areas
- Sisal – Commercial Farming & Processing
- Macadamia & Lychee – Commercial Farming

The main geographic operational areas of RESET focus on Cotton as the primary product, with soy, maize and beans also integral to the outgrowing processes.

In these regions, RESET implements initiatives encompassing registration, inputs, training, and tools. Additionally, RESET develops agroforestry projects and undertakes livelihood and environmental initiatives, fostering sustainable agricultural practices and community development.

JFS-RESET OPERATIONAL COMPANIES

JFS-RESET is 100% owned by Ferreira dos Santos family the other below companies are 100% JFS-RESET subsidiaries

SOCIEDADE ALGODOEIRA DO NIASSA JFS, SA
- Cotton
- Outgrowing Services

COMPANHIA INDUSTRIAL JFS, SA:
- JOAO AGRICULTOR (Rural Shops)
- Edible Oil Factory

COMPANHIA AGRÍCOLA JFS, SA
- Sisal farm

CITRINOS DE CHIMOIO JFS, SA:
- Macadamia & Lychee

FIGURE 1 | RESET'S GEOGRAPHIC ACTION SCOPE



1.8 / Board, Head of Units & Managers

As our organization expands and adapts, ensuring a blend of expertise, experience, and diversity among our team.

SHAREHOLDERS



MARGARIDA FERREIRA DOS SANTOS



JOAO FERREIRA DOS SANTOS



FRANCISCO FERREIRA DOS SANTOS

EXECUTIVE BOARD



FRANCISCO F. DOS SANTOS
RESET, JFS-RESET, RESET FOUNDATION BOARD



ANTÓNIO CORREIA
RESET, JFS-RESET, RESET FOUNDATION BOARD



MANUEL DELGADO
JFS-RESET BOARD
OPERATIONS



SALVADOR GANHANE
JFS-RESET BOARD
CPO



RICARDO MARTINS
JFS-RESET BOARD
CFO



FRANCESCA BRUSCHI
RESET FOUNDATION BOARD

HEAD OF UNITS AND MANAGERS



PRECIOSA MIAMBO
HEAD OF PEOPLE



HERNÂNIA MATAVELE
HEAD OF QUALITY



CASTRO ZUNGUZE
HEAD OF GOVERNANCE & LEGAL



SIAQUE NOVELA
HEAD OF CONTROLLING



LUIS RODRIGUES
HEAD OF LOGISTICS



JOSE ROSA
HEAD OF FINANCE



IVANS POPINSKY
HEAD OF AGRONOMY AND PRODUCTION



ABDALA BERNARDO
HEAD OF IT



ETEVALDO CHEVEIA
HEAD OF OUTGROWING SERVICES



KATHLEEN ANGULO
IMPACT MANAGER



DIRCEU MELO
PROJECT MANAGER



CHRISTINE NSENGA
PEOPLE MANAGER



FRANCISCO SOUSA
COTTON GINN MANAGER



ANIL KUMAR
OIL FACTORY MANAGER



DERCIO AUGUSTAVO
RURAL SHOP COORDINATOR



CONCEICAO MONTEIRO
ECO-WARRIORS GROUP COORDINATOR



SHEILA COMÉ
FINANCIAL PROJECT MANAGER



JOANA RODO
HEAD OF RESEARCH



NUNO FRAZÃO
HEAD IMPACT SERVICES

LEGEND



1.9 / Main KPI & Financial Highlights

JFS-RESET exhibits a remarkably sturdy economic, operational and financial standing, characterized by a strong balance sheet.

SUSTAINED GROWTH AND FINANCIAL RESILIENCE

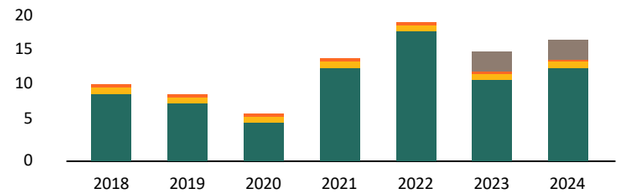
The JFS-RESET group has shown growth in turnover and profitability from 2018 to 2022, with slight declines projected for 2023 and 2024. hese declines are attributed primarily to significant market fluctuations and the severe impacts of climate change. This growth was predominantly driven by Soc. Algodoeira do Niassa JFS, SA, with notable contributions from Companhia Agrícola JFS, SA, Coby Soc. Algodoeira do Niassa JFS, SA, with additional contributions from Companhia Agrícola JFS, SA, Companhia Industrial JFS, SA, and Citrinos de Chimoio JFS, SA. EBITDA mirrored this trajectory, peaking in 2022 due to lean operational efficiencies, although a reduction in profitability is anticipated in the following years. he group's net worth also showed a steady increase from 2019, reaching its highest level in 2022, reflecting the overall strength and resilience of its operations.

In 2023, key financial ratios demonstrate JFS-RESET's solid financial standing, with an Equity to Assets Ratio of 53%, indicating a strong reliance on equity financing, and a Solvency Ratio of 1.1, highlighting its capacity to meet long-term obligations. The Return on Equity (ROE) stands at 10.6%, showcasing efficient use of equity to generate shareholder returns. These metrics underscore the group's financial resilience and its capacity to sustain growth despite evolving market conditions.

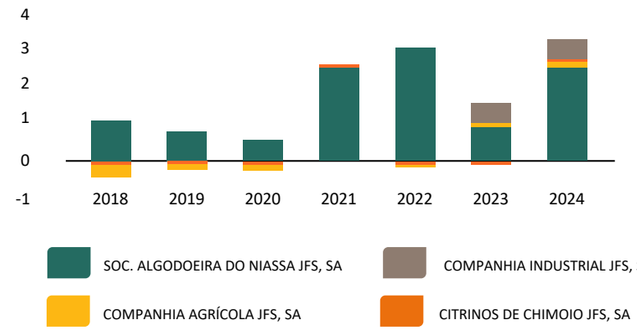
MAIN PERFORMANCE KPI'S (2023)

FARMERS	32,630 (Nº)
FARM TO BALE TRACEABILITY	100 (%)
OUTGROWING	20,883 (HA)
DIRECT FARMING	1,350 (HA)
SEED-COTTON PRODUCTION	10,820 (TON)
COTTON HA/FARMER	0.64
VALUE OF PRODUCT PURCHASED FROM FARMERS	5,1 (MM USD)
VALUE OF INPUTS PROVIDED ON CREDIT TO FARMERS	1,1 (MM USD)
VALUE OF INPUTS/TOOLS PROVIDED FREE OF CHARGE TO FARMERS	0,59 (MM USD)
GHOST FARMERS	14%
INPUT RECOVERY RATIO ON FARMERS WHO SOLD COTTON	92%
RURAL SHOPS	12 (Nº)
WOMEN COMMUNITY AGENTS	345 (Nº)
LIVELIHOOD GOODS SOLD TO FARMERS	1,8 (MM USD)
SOLAR HOME SYSTEMS	10,180 (Nº)
REPAYMENT RATE ON SOLAR HOME SYSTEMS	66 (%)
COTTON FARMING CARBON EMISSIONS	NET NEGATIVE

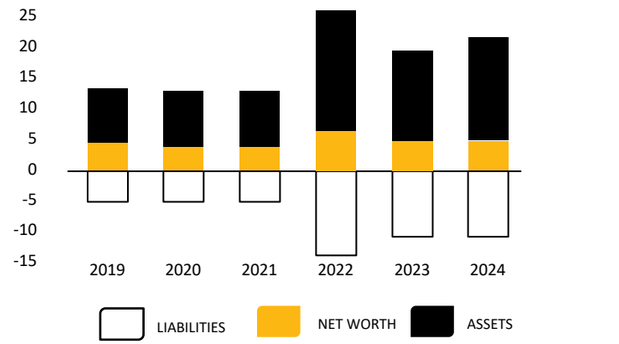
JFS-RESET TURNOVER (USD MM)



JFS-RESET EBITDA (USD MM)



JFS-RESET NET WORTH (USD MM)



JFS-RESET AGGREGATED RATIOS 2023

EQUITY TO ASSETS	53%
SOLVENCY	1.1
ROE – RETURN ON EQUITY	10.6%



1.10 / Standards & Certifications

At JFS-RESET, through SAN - *Sociedade Algodoeira do Niassa* JFS, SA, operational interventions, we adhere to internationally recognized standards and certifications, ensuring the highest levels of quality, sustainability, and compliance throughout our operations.

AGRICULTURAL CERTIFICATIONS

COTTON MADE IN AFRICA CERTIFICATION


Verification Certificate

Sociedade Algodoeira do Niassa – João Ferreira dos Santos, S.A.

The Cotton Made in Africa (CMIA) certification improves the African smallholder cotton farmers' livelihoods by promoting sustainable farming practices and ginning process.

BETTER COTTON CERTIFICATION


BETTER COTTON LICENCE

CUAMBA SEDE 1

The Better Cotton certification promotes sustainable cotton farming worldwide based on sustainable and holistic impact, in a continuous improvement journey. Adhering to BC standards helps farmers lower environmental impact, improve worker well-being, and support the cotton sector's long-term sustainability, assuring consumers of responsibly produced cotton.

ISCC CERTIFICATION

ISCC International Sustainability & Carbon Certification

ISCC - International Sustainability and Carbon Certification, enabling exports to the EU under new regulations. This certification highlights our commitment to combating deforestation, promoting responsible land use, and supporting global climate change efforts.

REGENAGRI CERTIFICATION

regenagri® regenerative certified

REGENAGRI certification, a standard that promotes regenerative agriculture practices. This certification will further our commitment to restoring ecosystems, enhancing soil health, and supporting biodiversity, aligning our efforts with global sustainability goals while advancing responsible and resilient farming practices.

PERFORMANCE AND SUSTAINABILITY CERTIFICATIONS

ENVIRONMENTAL LICENSE


LICENÇA DE OPERAÇÃO

LICENÇA AMBIENTAL Nº

The Environmental License, issued by the Mozambique Ministry of Land, Environment, and Rural Development (MITADER), signifies our commitment to environmental stewardship and sustainability. This license ensures that our operations comply with environmental regulations and standards, minimizing our environmental impact and promoting responsible resource management.

ISO 9001:2015 CERTIFICATION


Certificado de Conformidade
Conformity Certificate

SOCIEDADE ALGODOEIRA DE NIASSA-JFS, SA.

NM ISO 9001:2015

IRQC IAF

The ISO 9001:2015 certification, issued by the National Institute of Quality (INNOQ), demonstrates our dedication to maintaining high standards of quality management and continuous improvement in our processes and services. This certification ensures that our operations are aligned with internationally recognized quality management principles, enhancing customer satisfaction and trust in our brand.

MADE IN MOZAMBIQUE CERTIFICATION


CERTIFICADO

The Made in Mozambique certification, issued by the Mozambique Ministry of Industry and Commerce (MIC), underscores our commitment to supporting local industries and promoting economic development in Mozambique. This certification verifies that our products are manufactured or produced within the borders of Mozambique, contributing to job creation and economic growth in the region.



1.11/ Main Key Stakeholders

Collaboration and cooperation among these stakeholders are crucial for realizing the potential, improving livelihoods, and driving growth in the sector, ensuring sustainable development, maximizing social & environmental impact and economic return.

FARMERS AND RURAL COMMUNITIES

The heart of the agricultural sector. They are the primary producers of agricultural commodities and play a vital role in driving production, productivity, and innovation. Their engagement and empowerment are essential for the success of agricultural initiatives.

AGRICULTURAL ASSOCIATIONS, COOPERATIVES AND PMES

Various agricultural associations, cooperatives and local PME's represent the interests of farmers and facilitate collective action. These organizations provide support, training, market access, and advocacy for farmers, enabling them to enhance productivity, access resources, and participate in export markets.

PRIVATE SECTOR

Private companies, including agribusinesses, traders, processors, exporters, and input suppliers, are significant stakeholders in Mozambique's agricultural market. They contribute to value addition, market linkages, and investment in agricultural infrastructure and technology. Private sector engagement is crucial for expanding market opportunities, improving value chains, and driving export growth.

NATIONAL AND EXTERNAL CUSTOMERS AND CONSUMERS

Customers and consumers are pivotal stakeholders in Mozambique's agriculture. Understanding consumer preferences, market demands, quality standards, and compliance requirements is crucial for accessing and satisfying both local and international markets.

FINANCIAL INSTITUTIONS

Financial institutions, such as banks and development finance institutions, play a crucial role in supporting economic development and financial stability

RESEARCH, EDUCATION AND EXTENSION INSTITUTIONS

Research institutions, universities, and extension services play a critical role in generating knowledge, conducting research, and disseminating information and best practices to farmers. Their contributions help improve agricultural techniques, introduce new technologies, and enhance the overall competitiveness of Mozambique's agricultural sector.

AGRICULTURE DEVELOPMENT PARTNERS & NGOs

Development partners and donors, including international organizations, NGOs, and bilateral agencies, provide technical assistance, financial support, and capacity-building programs to enhance agricultural productivity, promote sustainable practices, and facilitate market access. It is fundamental to promote cooperation and alignment, aiming at streamlining value chains and sustainable development of the entire system, including small-holder farmers and companies.

GOVERNMENT

The government of Mozambique, through central, provincial and district-level and through other public institutions, plays a vital role in setting policy direction, establishing regulatory frameworks, and supporting the agricultural sector. These institutions are responsible for formulating and implementing agricultural policies, allocating resources, and coordinating initiatives to drive agricultural development and boost exports.

SOURCE: Mazvimavi, Kizito et al. (2021), A Review of the Agricultural Input and Output Markets Development in Mozambique



1.12 / Shared-value Partners

Creating governmental, private, scientific, social and community bridges, RESET thrives formal and informal collaborations towards sustainable development for all.

PRIVATE

Private sector informal and formal partners that contribute with their business, innovative technologies, and financial resources, offering a pragmatic perspective on sustainability and efficiency.

SOCIAL & IMPACT INVESTORS

Social investment, technical informal and formal partners including NGOs and civil society organizations, bring deep insights into community needs and social dynamics, offering a grassroots perspective and other resources that ensures that all interventions are relevant and impactful.

SCIENTIFIC & CERTIFICATION

Scientific informal and formal partners are our compass, guiding RESET's journey towards evidence-based solutions and groundbreaking impact.

GOVERNAMENTAL AND PUBLIC

Local Public and international informal and formal partners, that provide essential regulatory support, and a platform for large-scale impact, ensuring the alignment of projects with national and regional development goals.

SOURCE: CE (2021), Quadruple Helix Collaborations in Practice

2 / Impact at a Glance & Stories

In this chapter

2.1 / Impact infographic
2.2 / Environmental Indicators
2.3 / Social Indicators
2.4 / Governance Indicators
2.5 / Impact Stories

THE MAIN IMPACTS

100%
COVERAGE OF CMIA CERTIFICATION (2024)

NET POSITIVE
COTTON PRODUCTION CO2 EMISSIONS CALCULATED BY ICAC COTTON EXPERT APPLICATION SIMULATION

0%
SUPPLIED FERTILIZER FOR COTTON (2024)

1,1MM
USD WORTH OF INPUTS ON CREDIT TO LOCAL FARMERS (2024)

17%
RESET WOMEN WORKERS(2024)

80,000
AGRO-INDUSTRIAL SUSTAINABLE INFRASTRUCTURE SQUARE METERS (2024)

5,500
LOCAL FARMERS FULL-TIME JOBS EQUIVALENT (2023-2024)

100%
COVERAGE OF BCI CERTIFICATION (2024)

ZERO IRRIGATION
RAIN-FED COTTON (2024)

0%
SUPPLIED HERBICIDE FOR COTTON (2024)

15,500
FARMERS WITH DIRECT SUPPORT TO FOOD SECURITY AND CROP DIVERSIFICATION JFS-RESET PROGRAMS (SINCE 2024)

12
JOÃO AGRICULTOR ACTIVE STORES (2024)

345
WOMEN COMMUNITY SALES AGENTS OF SHS – ECO WARRIORS INVOLVED IN THIS ACTIVITY (2024)

5,1MM
USD FARMER REVENUES FROM COTTON (2023-2024)

100%
FARM TO BALE TRACEABILITY (2024)

8
SDG MULTI-STAKEHOLDER PARTNERSHIPS NETWORKS (2024)

32,630
FARMERS REGISTERED (34% WOMEN) WITH BIOMETRIC IDENTITY (2023)

120,000
TREE SEEDLINGS (2024)

11,605
HOUSEHOLDS WITH ACCESS RENEWABLE ELECTRICITY & TOOLS (2024)

0,59M
USD WORTH OF FARMING TOOLS AND GOODS PROVIDED TO FARMERS AT ZERO COST (2024)

5,500
COMMUNITIES PERSONS WITH ACCESS TO WATER SOLUTION (2024)

26%
FARMERS THAT INVEST ON CHILDREN'S EDUCATION (2023)

10
HOUSEHOLD AND SUSTAINABLE AGRICULTURE RESEARCH STUDIES (2024)

36
SDG PUBLIC, PRIVATE, ACADEMIC AND CIVIL SOCIETY PARTNERS (2024)

1,376
USD MILIONS – CUMULATIVE VALUE OF THE SEED-COTTON SOLD BY FARMERS TO JFS-RESET IN CONFLICT-AFFECTED AREAS (2022-2024)

THE MAIN SOLUTIONS



THE MAIN CHALLENGES

55TH
OUT OF 195 COUNTRIES ON THE ENVIRONMENTAL PERFORMANCE INDEX FOR BIODIVERSITY AND HABITAT LOSS

10MM
PEOPLE AFECTED BY 5 CYCLONES (IDAI, GOMBE, ANNA, FREDDY & CHIDO) SINCE 2019 AND 2 ENSO CYCLE EVENTS SINCE 2010 (LA NINA & EL NINO) OF THE DEVASTATION ON AGRICULTURAL PRODUCTIVITY AND FOOD SECURITY

72%
OF MOZAMBIQUE'S POPULATION RELIES ON AGRICULTURE

70%
EMPLOYED WORK IN SUBSISTENCE AGRICULTURE WITH MINIMAL PRODUCTIVITY

136TH
OUT OF 191 COUNTRIES ON THE GENDER INEQUALITY

ZERO
CONFIRMED GOVERNMENT SUBSIDY FOR 2025 AND BEYOND

138TH
OUT OF 190 COUNTRIES ON EASE OF DOING BUSINESS: SIGNIFICANT CHALLENGES IN GOVERNANCE, TRANSPARENCY, AND REGULATORY EFFICIENCY



40%
MOZAMBICAN AGRICULTURAL LAND IS DEGRADED

267K
HECTARES OF FOREST LOST PER YEAR

62,8%
OF THE POPULATION LIVES BELOW THE POVERTY LINE

137TH
OUT OF 141 COUNTRIES IN INFRASTRUCTURE QUALITY

2.2 / Environmental Indicators

15 LIFE ON LAND

100%
COVERAGE OF CMIA CERTIFICATION (2024)

100%
COVERAGE OF BCI CERTIFICATION (2024)

78%
COVERAGE OF ISCC CERTIFICATION (2024)

3%
COVERAGE OF REGENAGRI CERTIFICATION (2024)

1,109
SMALL-HOLDER FARMS REACHED WITH REGENERATIVE TECHNIQUES (2024)

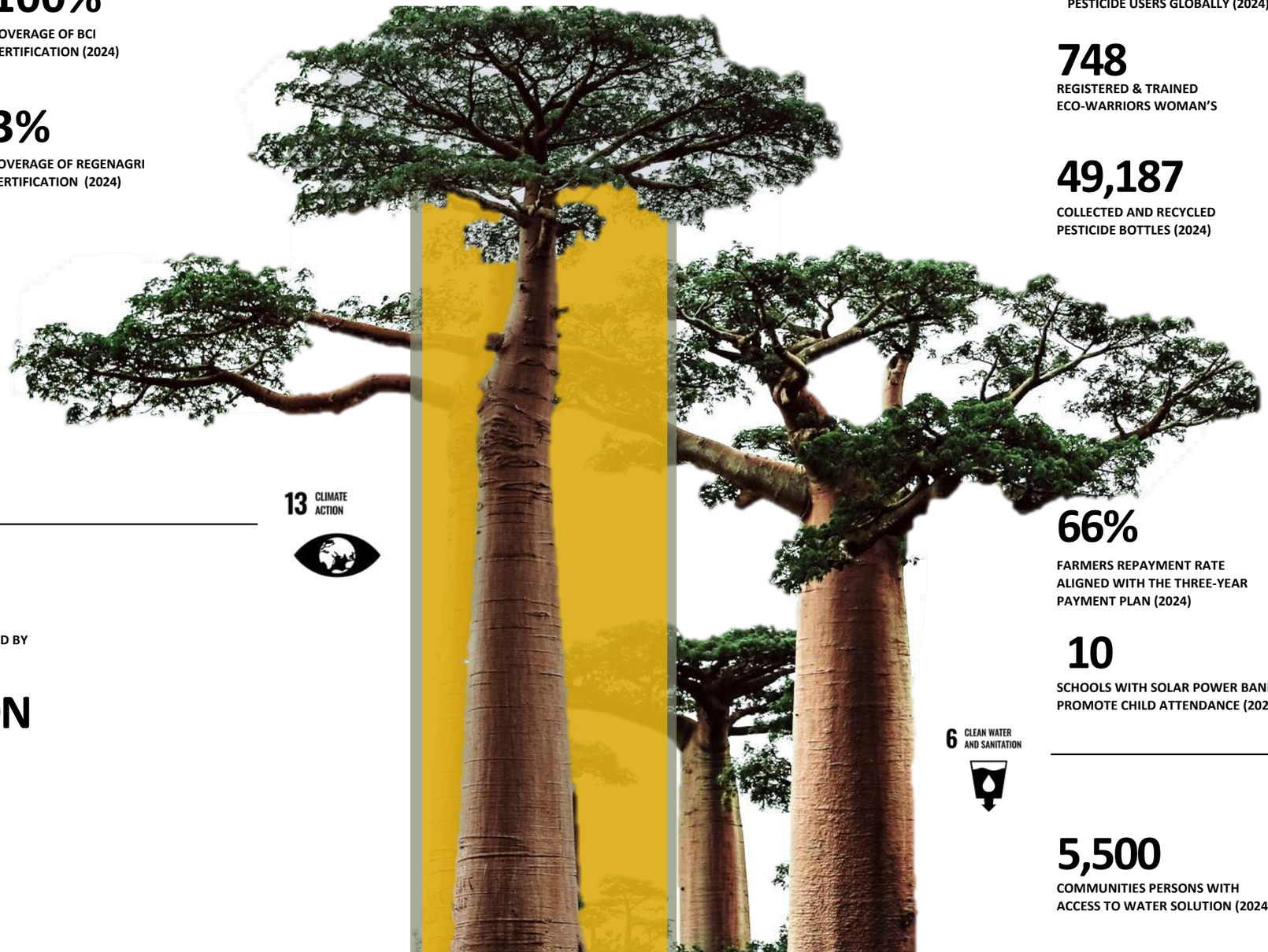
77
FARMERS PARTICIPATING IN ORGANIC PILOT PROGRAMS (2024)

13 CLIMATE ACTION

NET POSITIVE
COTTON PRODUCTION CO2 EMISSIONS CALCULATED BY ICAC COTTON EXPERT APPLICATION SIMULATION

ZERO IRRIGATION
RAIN-FED COTTON (2024)

120,000
TREE SEEDLINGS (2024)



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

1.57kg/ha
MOZAMBIQUE IS AMONG THE LOWEST PESTICIDE USERS GLOBALLY (2024)*

0%
SUPPLIED FERTILIZER FOR COTTON (2024)

748
REGISTERED & TRAINED ECO-WARRIORS WOMAN'S

0%
SUPPLIED HERBICIDE FOR COTTON (2024)

49,187
COLLECTED AND RECYCLED PESTICIDE BOTTLES (2024)

1,798
COLLECTED USED BATTERIES (2024)

7 AFFORDABLE AND CLEAN ENERGY

99%
BIOMASS COMBUSTION COOKING FUEL (2024)

66%
FARMERS REPAYMENT RATE ALIGNED WITH THE THREE-YEAR PAYMENT PLAN (2024)

1,425
FARMERS WITH SOLAR ULVA SPRAYERS (2024)

10
SCHOOLS WITH SOLAR POWER BANKS, TO PROMOTE CHILD ATTENDANCE (2024)

11,605
HOUSEHOLDS WITH ACCESS RENEWABLE ELECTRICITY (2024)

6 CLEAN WATER AND SANITATION

5,500
COMMUNITIES PERSONS WITH ACCESS TO WATER SOLUTION (2024)

510
SAFEWATER KHOMANE SCHOOL STUDENTS (2023)

2.3 / Social Indicators

2 ZERO HUNGER

1,1MM
USD WORTH OF INPUTS ON CREDIT TO LOCAL FARMERS (2024)

92%
INPUTS RECOVERY RATIO ON FARMERS WHO SOLD COTTON (2024)

590,000
USD WORTH OF FARMING INPUTS, TOOLS AND GOODS PROVIDED TO FARMERS AT ZERO COST (2024)

12
JOÃO AGRICULTOR ACTIVE STORES (2024)

15,500
FARMERS WITH DIRECT SUPPORT TO FOOD SECURITY AND CROP DIVERSIFICATION JFS-RESET PROGRAM (2024)

17%
COMMUNITY NUTRITION DEPRIVATION (2024)

1 NO POVERTY

29%
FARMER GROSS INCOME INCREASE (2023-2024)

5,1MM
USD FARMER REVENUES FROM COTTON (2023-2024)

1
FINANCIAL SERVICES TAILORED SOLUTION (2024)

5 GENDER EQUALITY

25%
RESET WOMEN WORKERS(2024)

11,097 | (34%)
RESET WOMEN RURAL FARMERS (2024)

74%
WOMAN'S CO-DECISION REGARDING THE DESTINATION OF INCOME GENERATED FROM SALES (2022)

4 QUALITY EDUCATION

26%
FARMERS THAT INVEST ON CHILDREN'S EDUCATION (2023)

510
GIRLS AND BOYS STUDENTS ACCESS TO AN IMPROVED SCHOOL (2023)

69%
SCHOOL ATTENDANCE (2024)

2.4 / Governance Indicators

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

80,000
AGRO-INDUSTRIAL SUSTAINABLE INFRASTRUCTURE SQUARE METERS (2024)

5
FACTORIES, WAREHOUSES AND PORCHES, STORE & WAREHOUSE (2024)

0.64
AVERAGE COTTON HECTARES PER FARMER (2023)

100%
FARM TO BALE TRACEABILITY (2024)

33,255
FARM POLYGONS REGISTRATION (2023)

117
FLEET AND LARGE FARMING EQUIPMENTS (2024)

10
HOUSEHOLD AND SUSTAINABLE AGRICULTURE RESEARCH STUDIES (2024)

6
TOOLS & TECHNOLOGY INTEGRATION FOR EXTENSION TECHNICAL AGRICULTURE TRAINING (2024)

8 DECENT WORK AND ECONOMIC GROWTH

ZERO
CONFIRMED GOVERNMENT SUBSIDY FOR 2025 AND BEYOND

3,840
NUMBER TRAINING SESSIONS PROVIDED TO FARMERS (2023-2024)

38
EXTENSION OFFICERS THAT PROVIDE TECHNICAL TRAINING (2024)

27
NUMBER OF TRAINING VIDEO MATERIAL IN USE (2024)

4,041
INCOMING CONTACTS TO THE CALL CENTRE, PROPERLY RESOLVED (2024)

156
COTTON AND EXTENSION SERVICES RADIO PROGRAM EDITIONS (2024)



8 DECENT WORK AND ECONOMIC GROWTH

5,500
LOCAL FARMERS FULL-TIME JOBS EQUIVALENT (2023-2024)

46
JFS-RESET YEARS TEAM AGE AVERAGE (2024)

63%
JFS-RESET INTERMEDIATE PROFESSIONAL AND HIGHER EDUCATION LEVEL WORKERS (2024)

17%
JFS-RESET WOMEN WORKERS (2024)

17 PARTNERSHIPS FOR THE GOALS

1
RESET PEOPLE, WORKPLACE & CULTURE REGULATION MANUAL (2024)

3
DATA-DRIVEN REPORTS WITH INSIGHTS AND COMMUNITY ENGAGEMENT (2024)

8
SDG MULTI-STAKEHOLDER PARTNERSHIPS NETWORKS (2024)

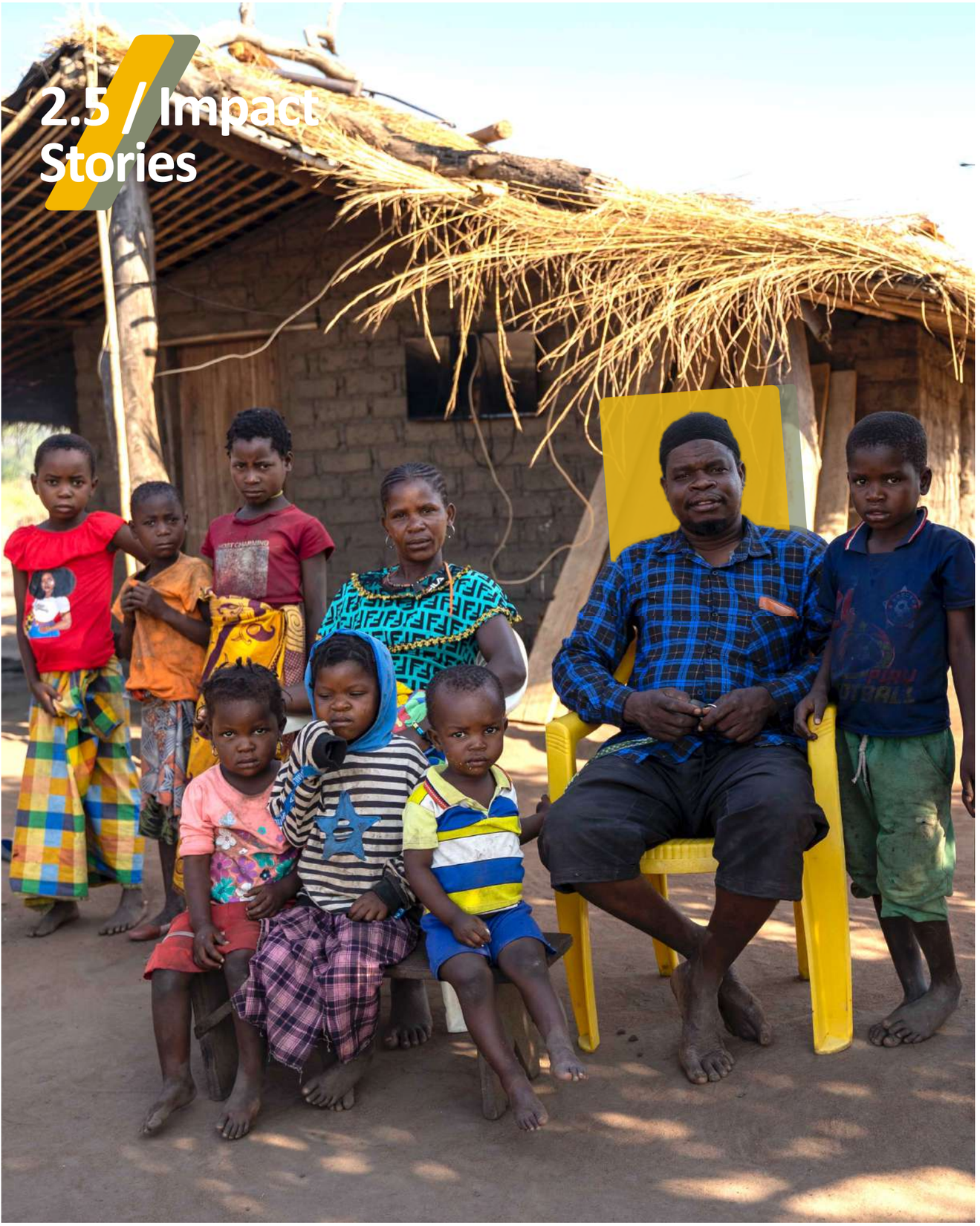
36
SDG PUBLIC, PRIVATE, ACADEMIC AND CIVIL SOCIETY PARTNERS (2024)

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

6,269
NUMBER OF PERSONS ACCESSING ESSENTIAL RESOURCES IN CONFLICT-AFFECTED AREAS (2023-2024)

240,000
USD OF INPUTS PROVIDED BY JFS-RESET IN THE COTTON SEASONS IN CONFLICT-AFFECTED AREAS (2022-2024)

1.376
USD MILIONS – CUMULATIVE VALUE OF THE SEED-COTTON SOLD BY FARMERS TO JFS-RESET IN CONFLICT-AFFECTED AREAS (2022-2024)



Rasul Lurião - Cultivating a Legacy of Growth from Resilience

MAIN LOCAL CHALLENGES

Rural farmers in Ruti face significant challenges that impact their livelihoods and quality of life. Like many others, Rasul has had to navigate water scarcity, with his family traveling long distances to collect water, which affects both productivity and daily hygiene. The absence of electricity in rural areas, including Rasul's machamba (farm), limits access to essential energy for farming and daily life, making solar panels a crucial yet costly solution for basic lighting and functionality. Rasul's journey also underscores the **vulnerability of farmers to climate conditions**, as unpredictable rainfall directly impacts crop yields and financial stability.

MEET RASUL LURIÃO

Rasul Lurião, born in 1974, started his farming journey at a young age by helping his parents in the fields. At 20, he established his first machamba and gradually expanded it to over 35 hectares, including cotton, maize, and soybean fields. Rasul has become a role model in his community, his determination to improve his family's livelihood while providing opportunities for his children highlights his unwavering commitment to resilience and growth. Rasul also employs seasonal workers and ensures their well-being through fair contracts and support.

"I have children who are studying. So, they need support, such as school supplies, uniforms, notebooks, books, and even recreational activities. I use the money I earn from my work to help support my children."

IMPACT IN CABO DELGADO

JFS-RESET, provided resources and tools that have transformed Rasul's agricultural practices. One of the most impactful contributions was the provision of a tractor, which has significantly increased his efficiency in plowing and preparing the fields. This support has allowed Rasul to **expand his machamba to 35 hectares, with cotton as the primary crop** and additional fields for maize and soybeans. Additionally, JFS-RESET facilitated access to solar panels, addressing the energy limitations in his rural area. Although not offered for free, these panels enable basic lighting and energy use, improving living conditions and productivity. Through consistent market access, JFS-RESET buys Rasul's cotton directly from his farm, ensuring a reliable income stream. The support has empowered Rasul to invest in infrastructure, such as storage facilities and housing, and maintain food security for his family and workers.

The main Positive Impacts on Rasul's Life Improved:

1. **Enhanced Agricultural Productivity:** With access to a tractor provided by JFS-RESET, Rasul has increased efficiency in plowing and planting, enabling him to cultivate larger areas.

2. **Support for Education:** Income from farming supports his children's education, covering school fees, uniforms, and materials.

3. **Community Leadership:** Rasul employs and supports local workers, fostering economic stability and collaboration in the community.

4. **Access to Solar Energy:** Solar panels, facilitated by JFS-RESET, provided lighting and basic energy needs, improving daily life on the farm.

5. **Food Security and Infrastructure:** Rasul built storage facilities for crops and ensures consistent food supplies for his family and workers.

2.5 / Impact Stories



Ana Bacar's Journey from Conflict to Sustainable Agriculture in Mocímboa da Praia.

MAIN LOCAL CHALLENGES

Mozambique continues to face significant challenges due to **terrorism and armed conflict**, particularly in the northern province of Cabo Delgado. Since 2017, violent insurgencies linked to extremist groups have caused widespread insecurity, destruction, and fear, leaving thousands of people dead and entire communities displaced. The conflict has resulted in over one million internally displaced persons (IDPs), straining local resources and humanitarian efforts. Vulnerable communities face severe shortages of food, water, and shelter, while access to healthcare and education remains critically limited.

RESET was contracted to develop and implement a rapid response initiative, in the Palma and Mocímboa da Praia districts, sought to revitalize the agrarian economies of these areas amidst adversity, reaching close to the 3,000 farmers .

IMPACT IN CABO DELGADO

2,652
Farmers have now access to seeds and tools (2023)

32
Communities (2023)

21
Days for set-up of the whole implementation (2022/23 season)

374
Kilos of food crops per capita (2023)

2,439
Learnt at least one agricultural technique (2023)

11.535
Individuals potentially impacted by the project

SOURCE: LNG (2023), Socioeconomic and Human Rights Impact in Cabo Delgado

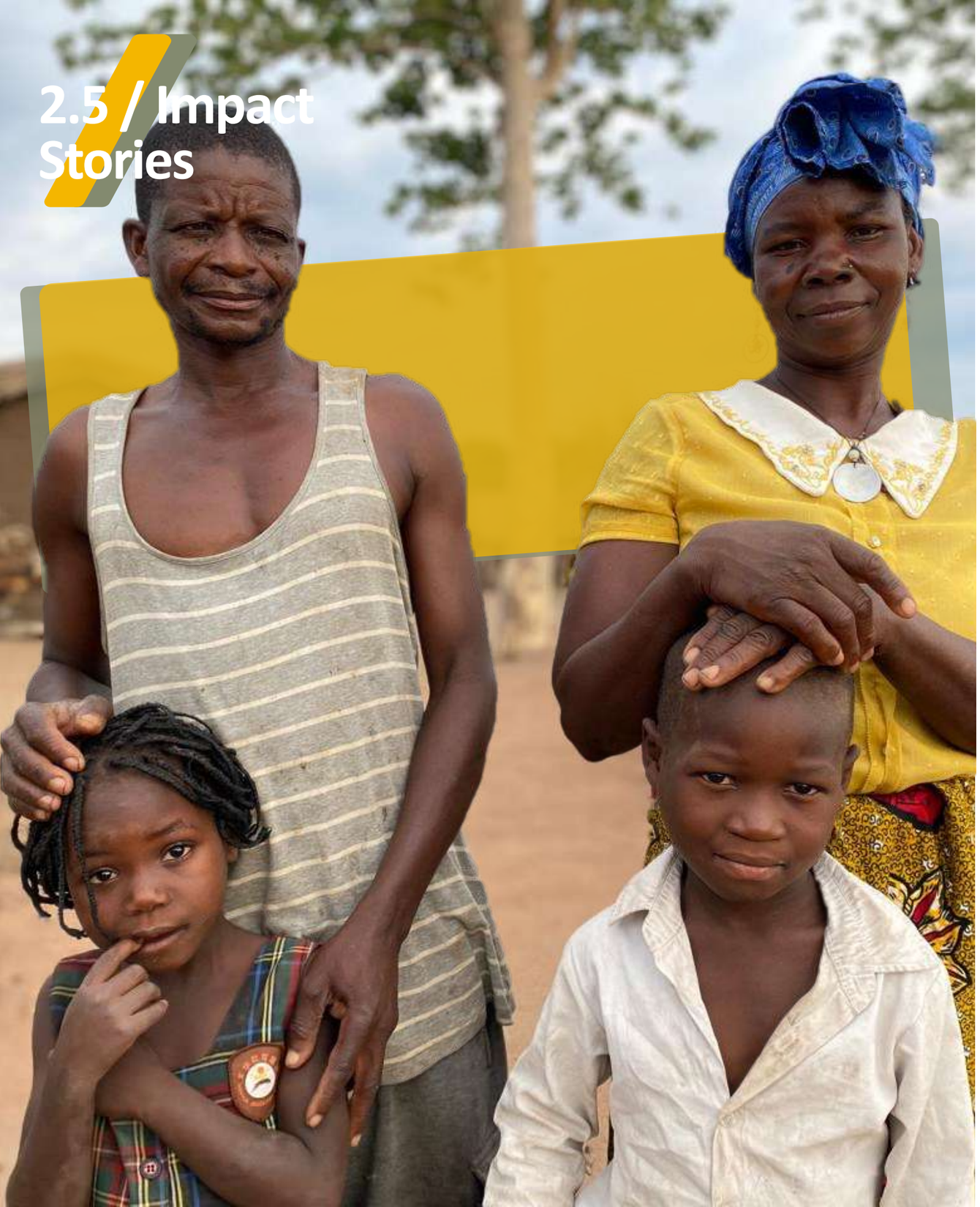
MEET ANA BACAR'S

Ana Bacar, a 42-year-old mother of five, lives in the Chibanga community of Mocímboa da Praia, relying solely on agriculture for her family's livelihood. However, the ongoing regional conflicts severely disrupted her ability to farm, resulting in the loss of her crops, seed reserves, and income, forcing her family to depend on humanitarian aid for survival.

Ana became part of an initiative, implemented by JFS-RESET aimed at rebuilding agricultural resilience in the region. The intervention focused on providing essential agricultural assets, including high-grade seeds, fertilizers, and farming tools, alongside expert guidance to maximize their use throughout the farming cycle. With training in **sustainable agricultural practices**, Ana significantly improved her family's food security. During the 2022/23 agricultural season, she harvested over 0.5 tonnes of grain crops, ensuring sufficient food for her family's needs.

"Agriculture it's the foundation of my family's survival and our hope for a better future."

This initiative also established an agricultural development framework that **empowered local farmers through systematic training**, fostering both agronomic productivity and collaborative relationships. By equipping farmers with essential knowledge and tools, this framework has the potential to not only enhance food security but also strengthen the economic foundations of the region.



Sowing Strength - Cristina and Samuel's Journey of Hope in Ruti

MAIN LOCAL CHALLENGES

The lack of access to essential resources such as water, seeds, and farming tools hinders agricultural productivity, while unpredictable rainfall and drought amplify the risks associated with farming. Financial constraints further compound these difficulties, as the absence of savings mechanisms limits long-term planning and emergency preparedness. Barriers to education, driven by financial struggles, prevent many children from accessing the materials needed to stay in school, perpetuating cycles of poverty within the community. Similar to Rasul's challenges, the **lack of infrastructure and resources** prevents families from saving or investing in long-term solutions, forcing them to depend on seasonal farming income.

MEET CRISTINA AND SAMUEL

Cristina and Samuel family, arrived in Ruti, since 1999 with hopes of building a sustainable future through farming. Over the years, they cultivated diverse crops like cotton, maize, sesame, and beans, while battling the challenges of limited water access, erratic climate conditions, and financial constraints. Despite these difficulties, they remained committed to their farming roots, working tirelessly to improve their livelihoods and support their community.

"We started receiving 5 kilos of maize per person seed to plant. This was very important. It means, that will be more food. But most of the time, it's not for selling; it's for consumption. It's to feed these grandchildren who are studying and need nourishment."

IMPACT IN CABO DELGADO

JFS supports farmers in Ruti by providing essential agricultural inputs such as maize and cotton seeds, enabling crop diversification and improving food security. This support helps farmers generate income from cotton sales to purchase school materials and sustain their families. JFS also promotes better farming techniques, encouraging diversification beyond cotton to enhance resilience and profitability. Through these efforts, along with logistical support for resource distribution, JFS empowers farmers to overcome challenges, foster community collaboration, and build more sustainable and self-sufficient livelihoods.

The key positive impacts on Cristina and Samuel include:

1. Improved Food Security: Diversifying crops such as maize and beans reduced dependency on cotton and provided more reliable sustenance for the family.

2. Education Access: Income from farming enabled the purchase of school supplies, ensuring children could attend school and pursue their studies.

3.Community Empowerment: Collaboration within the farming community fostered mutual support, from sharing seeds to exchanging farming techniques.

4.Resilience Through Adaptation: Despite hardships, the family adapted by incorporating sustainable practices like crop diversification and charcoal production for additional income.

5.Hope for the Future: The family's commitment to education and farming instilled a sense of purpose and progress, inspiring others in their community to persevere.

2.5 / Impact Stories



Aida André's Journey: From Orphan to Empowered Professional at JFS-RESET

POVERTY IN MOZAMBIQUE

Mozambique faces significant social challenges, including widespread **poverty and limited access to social security** and job opportunities, particularly for women in rural areas. These challenges are intensified by systemic issues, including widespread poverty (63% living below the poverty line), low coverage on the social security, where the system strives to provide comprehensive protection to its citizens, with ongoing efforts to expand coverage and improve the effectiveness of social protection programs (covering about 7.3% of the labour force).



63%

of Mozambicans live below the poverty line, with high unemployment rates disproportionately affecting youth and women



7,3%

labour force social protection coverage

SOURCE: WB (2023), Poverty Reduction Setback in Times of Compounding Shocks
MTSS – MOZ (2021), Statistical Bulletin on Social Protection

MEET AIDA ANDRÉ

Aida André, hailing from a humble family with five sisters, faced immense challenges from an early age. Her journey took a life-changing turn in 2006 when her father passed away while she was in fifth grade. With her mother unemployed and unwell, Aida's struggles intensified, culminating in the loss of her mother two years later. Orphaned and without financial support, Aida and her siblings were placed in orphanages across Niassa Province. Years later, she encountered a Portuguese family supporting the orphanage who, upon hearing her story, committed to funding her education. This generosity allowed Aida to pursue a degree in Public Administration at UCM.

In 2017, Aida joined JFS-RESET as an IT Assistant, despite the challenges of adapting to a role outside her field of study. She later advanced to the Technical Production Department, where she supported communication between the company and farmers via the call center.

"This company has become my second home. JFS-RESET has completely transformed my life, and I can now independently support myself."

Aida faced significant hurdles in her role, particularly in managing the software system to send reports to farmers, directors, and engineers. Initially, errors were frequent, leading to constructive criticism that motivated her to improve. Her perseverance and **skill development** led to her successful contribution to the seamless cotton-seed purchase campaign of 2023/2024—a moment of pride in her career.



Christine's Journey - from Refugee to Leader.

REFUGEES IN MOZAMBIQUE

Mozambique faces significant socio-economic and migration challenges, compounded by hosting over **30,000 refugees and asylum seekers**, primarily fleeing conflict from neighbouring countries. Refugees encounter barriers such as limited access to formal employment, education, and basic services. These challenges are intensified by systemic issues, including low primary and secondary education completion (41% and 20% respectively), high unemployment (70% of those employed work in subsistence agriculture with minimal productivity), and gender inequality (Mozambique ranks 136th out of 191 countries on the Gender Inequality).

30.000
refugees and asylum seekers in Mozambique

70%
employed work in subsistence agriculture with minimal productivity

41%
primary education completion

20%
secondary education completion

SOURCE: WB (2022), Leveraging Women and Girls' Potential
BTI (2023), Mozambique Country report

MEET CHRISTINE NSENGA'S

Christine, a Burundian refugee, arrived in Mozambique in 2006 at the young age of 13, fleeing instability in her homeland. Despite the obstacles associated with displacement—such as **limited access to education, employment, and resources**—she found an opportunity for transformation through JFS-RESET dedicated to rural development and social inclusion.

Christine joined JFS-RESET in Cuamba in November 2015 as an Administrative Assistant. Over the years, with guidance and support from JFS-RESET's **employment and training programs**, she demonstrated exceptional adaptability and skill development. By 2017, she had taken on diverse roles across key areas, including project logistics, asset management, quality control, and corporate social responsibility.

"JFS-RESET has given me growth opportunities, reflecting RESET's focus on practical skills and leadership development."

Now serving as the Head of People for all of JFS-RESET, Christine is a shining example of how targeted initiatives can break barriers and empower individuals. JFS-RESET addresses these systemic challenges by fostering **inclusive employment practices**, offering training programs, and creating pathways for women to thrive. Through Christine's leadership, the organization has expanded its efforts to prioritize gender equity and support community-driven development. Her role involves not only creating meaningful employment opportunities but also inspiring other women to take active roles in shaping their futures. Christine's journey reflects the profound impact of investing in women as agents of change, driving economic growth and social progress in rural Mozambique.

3 / Impact Framework

In this chapter

3.1 / Central ESG and SDG’s
3.2 / Strategic and impacted ESG’s and SDG’s
3.3/ SDG’s Targets
3.4/ Theory of Change
3.5 / Impact Framework Process Model



3.1 / Central ESG's and SDG's

RESET's key ESG and SDG impact priorities.









RESTORE SOIL & PROMOTE REGENERATIVE FARMING



ENHANCE BIODIVERSITY & REDUCE PESTICIDE USE



ACCESS TO AGROFORESTRY

RESET tackles key Environmental SDG challenges by enhancing biodiversity, reducing pesticide use, and restoring degraded land through agroforestry and regenerative farming. Agroforestry integrates trees into farming systems, boosting biodiversity, improving soil fertility, and reducing chemical dependency. These practices also promote optimized water usage, enhance water retention in the soil, making farming more efficient and sustainable.

By regenerating soil and sequestering carbon, RESET supports resilient farming communities, ensuring long-term environmental sustainability and increased agricultural productivity.



ACCESS TO HIGH-QUALITY INPUTS



ACCESS AGRICULTURAL PRODUCTIVITY, MARKETS, FAIR PRICES AND INCOMES



ERADICATE EXTREME POVERTY

RESET is dedicated to improving access to high-quality inputs and enhancing agricultural productivity by providing farmers with the resources they need to grow more efficiently and sustainably. By connecting smallholders to markets and ensuring they receive fair prices, RESET helps increase incomes, directly contributing to the eradication of extreme poverty.

These efforts not only boost farmers' economic resilience but also foster stronger, more sustainable agricultural systems, paving the way for long-term growth, improved livelihoods, and the ultimate goal of eradicating extreme poverty in rural communities.



ENHANCE AGRO-INDUSTRIAL SUSTAINABLE INFRASTRUCTURE



ENHANCE SCIENTIFIC RESEARCH, UPGRADE TECHNOLOGICAL



ACCESS TO TECHNICAL TRAINING, BUSINESS SKILLS & DECENT WORK



ENHANCE MULTI-STAKEHOLDER PARTNERSHIPS

RESET addresses key Governance SDG challenges by enhancing agro-industrial sustainable infrastructure, promoting scientific research and technological upgrades, and expanding access to technical training, business skills and decent work opportunities. Concurrently, fostering scientific research and technological advancements enables the development of innovative and efficient farming practices, driving sustainability across the agricultural sector.

These efforts are further strengthened by multi-stakeholder partnerships, bringing together governments, businesses, and communities to collaborate on creating a robust, sustainable agricultural ecosystem that fosters long-term economic growth, social equity, and environmental resilience.



3.2 / Strategic and impacted ESG's and SDG's

Secondary impacted RESET ESG's and SDG's.



ENVIRONMENTAL

ENHANCE CO2 CAPTURE

ENHANCE AN DATABASE MANAGEMENT SYSTEM FOR SUSTAINABLE PRODUCTION

ENHANCE SUSTAINABLE WASTE MANAGEMENT

ACCESS TO SOLAR SOLUTIONS

ACCEES TO WATER, & SANITATION

RESET is committed to enhancing CO2 capture, by improving database management system, and promoting sustainable farming and waste management practices. By expanding access to water and sanitation, as well as providing solar energy solutions, RESET aims to drive environmental sustainability and resource efficiency.

These initiatives not only support the transition to a low-carbon economy but also improve community resilience, ensuring long-term environmental health, better living conditions, and sustainable development in rural areas. Through these efforts, RESET contributes to building stronger, self-sustaining communities with access to clean energy and essential resources.



SOCIAL

ACCESS TO TECHNOLOGY, FINANTIAL SERVICES & OTHER RESOURCES

ACCESS TO EDUCATION

EMPOWERMENT, ACCESS TO TRAINING & TOOLS

PROMOTE WOMEN'S PARTICIPATION, LEADERSHIP & DECISION-MAKING

RESET is dedicated to improving access to technology, financial services, and other essential resources while promoting education and providing communities with the tools and training they need to thrive. By empowering individuals and enhancing access to these critical services, RESET helps foster economic resilience and long-term growth.

A key focus of RESET's mission is promoting women's participation, leadership, and decision-making in all areas of development. Through targeted training and empowerment initiatives, RESET ensures that women play an active role in shaping their communities, leading to more inclusive, equitable, and sustainable progress. These efforts collectively contribute to breaking the cycle of poverty and driving transformative social change.



GOVERNANCE

ENHANCE ETHIC, TRANSPARENCY AND RESPONSABLE BUSINESS CONDUCT

REDUCE ALL FORMS OF VIOLENCE

RESET is dedicated to promoting ethics, transparency, and responsible business conduct throughout all its operations, ensuring integrity and accountability at every level. By upholding these principles, RESET fosters trust and establishes a strong foundation for sustainable and equitable development.

Additionally, RESET actively strives to reduce all forms of violence, particularly in vulnerable communities, by supporting food security initiatives in conflict zones. Through targeted training, access to agricultural tools, and enhanced food security measures, RESET aims to create safer, more inclusive environments where individuals and communities can thrive, free from violence and inequality.



3.3/ SDG's Targets

The global United Nations SDG targets that RESET is actively contributing to for the development of Mozambique.

1 NO POVERTY

1.1: Eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day.
1.2: Reduce at least by half the proportion of men, women, and children of all ages living in poverty in all its dimensions.
1.4: Ensure that all, particularly the poor and the vulnerable, have equal rights to economic resources, basic services, ownership, and control over land and other forms of property, natural resources, appropriate new technology, and financial services.

2 ZERO HUNGER

2.1: End hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious, and sufficient food all year round.
2.3: Double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, including through secure and equal access to land, other productive resources, and inputs, knowledge, financial services, markets

4 QUALITY EDUCATION

4.3: Ensure equal access for all women and men to affordable and quality technical, vocational, and tertiary education, including university.
4.4: substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, promote decent jobs, and enable entrepreneurship.

5 GENDER EQUALITY

5.1: End all forms of discrimination against all women and girls everywhere.
5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life.

6 CLEAN WATER AND SANITATION

6.1: achieve universal and equitable access to safe and affordable drinking water for all.
6.4: substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply

7 AFFORDABLE AND CLEAN ENERGY

7.1: ensure universal access to affordable, reliable, and modern energy services.
7.A: enhance international cooperation to facilitate access to clean energy research and technology.
7.B: expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries.

8 DECENT WORK AND ECONOMIC GROWTH

8.2: Achieve higher levels of economic productivity through diversification, technological upgrading, and innovation, including through a focus on high-value-added and labor-intensive sectors.

8.5: achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.1 Develop quality, reliable, sustainable, and resilient infrastructure to support economic development and human well-being.
9.4 Upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies.
9.5 Enhance scientific research, upgrade technological capabilities in industrial sectors, and promote innovation.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.2: achieve the sustainable management and efficient use of natural resources.
12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.
12.a Strengthen scientific and technological capacity to move towards more sustainable patterns of consumption and production.

13 CLIMATE ACTION

13.1: Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.
13.3: Improve education, awareness-raising, and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning.

15 LIFE ON LAND

15.3: combat desertification, restore degraded land and soil, including land affected by desertification, drought, and floods, and strive to achieve a land degradation-neutral world.
15.9: By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies, and accounts.

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

16.1: Significantly reduce all forms of violence and related death rates everywhere.
16.5: Substantially reduce corruption and bribery in all their forms.
16.6: Develop effective, accountable, and transparent institutions at all levels.
16.7: Ensure responsive, inclusive, participatory, and representative decision-making at all levels.

17 PARTNERSHIPS FOR THE GOALS

17.16: Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology, and financial resources, to support the achievement of the SDG in all countries, particularly developing countries.

17.17: Encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships.



3.4 / Theory of Change

The end of extreme poverty in rural communities and the beginning of soil and ecosystem regeneration, in harmony with the planet.

	ENVIRONMENTAL		SOCIAL		GOVERNANCE				
COMPONENTS	Regenerative Farming, Biodiversity Enhancement and Pesticide Reduction	Sustainable Energy and Water Waste Management	High-quality Inputs, Agricultural Productivity & Food Safety	Gender Equality	Infrastructure & Logistic	Digital Traceability	Think Tank	Awareness & Research	Fair Business, Market Access, and Economic Growth
	CO2 Tracking and Sequestration	Sustainable Certifications	Poverty Eradication & Access to Resources	Good Quality Education	High impact Team	Capacity Building	Multi-stakeholders Partnerships	Impact Services	Ethics and Transparency
INPUTS	Facilitating Access to Agroforestry, Regenerative Practices, Land Restoration, Tree Planting and Alternative Pesticides.	Implementation of sustainable waste management, deployment of solar solutions, and improved access to water and sanitation.	Enhancement of access to quality Agricultural Inputs, Agricultural Productivity, Markets, Fair-Trade principles and Food Security for Vulnerable Communities..	Empowering Women through Participation, Leadership, and Decision-Making	Sustainable Agro-Industrial Infrastructure, Fleet and Logistics Development.	Implementing Digital Systems (Processes, Farmer biometric Information, Training, Electronic Payments, Drones, GIS)	Establishment of a Think Tank to collaborate with highly skilled experts, fostering knowledge creation and systematization for innovative solutions and strategic insights.	Research Projects, Tools, Publications, Amplification, and Advocacy	Empowering Economic Growth through Fair Business Practices and Enhanced Market Access
	Implementation of CO2 Tracking and Sequestration Initiatives.	Implementation of Certification Processes (BCI, CMIA, REGENAGRI, ISCC).	Improving access to technology, financial services ensuring fair prices for sustainable production.	Improvement of Education infrastructure and Services, providing accessible resources, and modern infrastructure to ensure high-quality, equitable education for all.	Development of a Skilled, Innovative, and Motivated Team for enhanced organizational performance and inclusive work environment.	Farmer's Capacity Building, Training Programs, Extension Services, Technical Support and business skills	Stakeholder Engagement for knowledge sharing, Strategic Project Development, Partnerships, and Expertise Integration.	Tailored community assessments, data-driven solutions, access to technology, capacity building, and other resources from impact services	Uphold ethics, transparency, responsible conduct.
OUTPUTS	Increased adoption of sustainable farming practices, increased yields, enhanced land restoration and biodiversity through agroforestry and tree planting, and effective CO2 tracking and sequestration for improved environmental outcomes.	Sustainable and ethically produced goods, improved environmental impact; and improved health and well-being in communities.	Increased agricultural productivity, market access, technology, financial inclusion, and food security for vulnerable communities, with improved access to quality inputs, fair prices, and sustainable practices.	Increased women's leadership and active participation in decision-making processes and empowerment within communities. improved well-being and educational outcomes for communities.	Increased efficiency and organizational success are achieved through sustainable facilities, eco-friendly technologies, skilled workforce training, and a highly motivated, innovative team.	Enhanced operational efficiency, data accuracy, and resource management through digital systems, while farmers experience improved productivity, market access, and sustainability through comprehensive training, technical support, and business skill development.	Creation of a knowledge hub and stakeholder collaboration platform, fostering expert insights, evidence-based decision-making, strategic project development, and integrated partnerships.	Innovative research-based tools, advocacy informed decision-making, while empowering communities with tailored impact solutions, to promote sustainable development and impactful change.	Enhanced economic growth and increased market opportunities and economic growth for communities through fair business practices and improved market access, while maintaining a strong foundation of ethics, transparency, and responsible conduct in all operations.
OUTCOMES	**Enhanced environmental resilience and sustainability, and increased productivity**	**Communities experience enhanced sustainability, improved health and well-being, increased energy access, and reduced environmental impact.**	**Vulnerable communities experience improved food security, economic growth, resilience and poverty eradication.**	**Greater gender equity and community empowerment and improved well-being and education.**	**Enhanced organizational performance, sustainability, and competitiveness through efficient operations, a skilled workforce, and improved agricultural production efficiency, supported by a sustainable business impact model.**	**Farmers experience increased productivity, operational efficiency improvement and digitalization with strengthened skills.**	**Empowered stakeholders and evidence-based decision-making drive policy influence and ensure project alignment with community needs, resulting in sustainable and impactful outcomes.**	**Effective alignment with community needs, leading to enhanced empowered communities making informed decisions, creating lasting positive change through the adoption of innovative research-based tools and tailored impact initiatives.**	**Sustainable economic development, improved livelihoods, and strengthened trust within communities, achieved through ethical business practices, enhanced market access, and responsible, transparent operations.**

LEGEND | RESET | JFS-RESET | RESET Foundation



3.5 / Impact Framework Process Model

The impact measurement mainframe process - Embarking on a journey of strategic refinement and impactful measurement, RESET is dedicated to maximizing value creation, building stakeholder trust, and ensuring sustainable success.

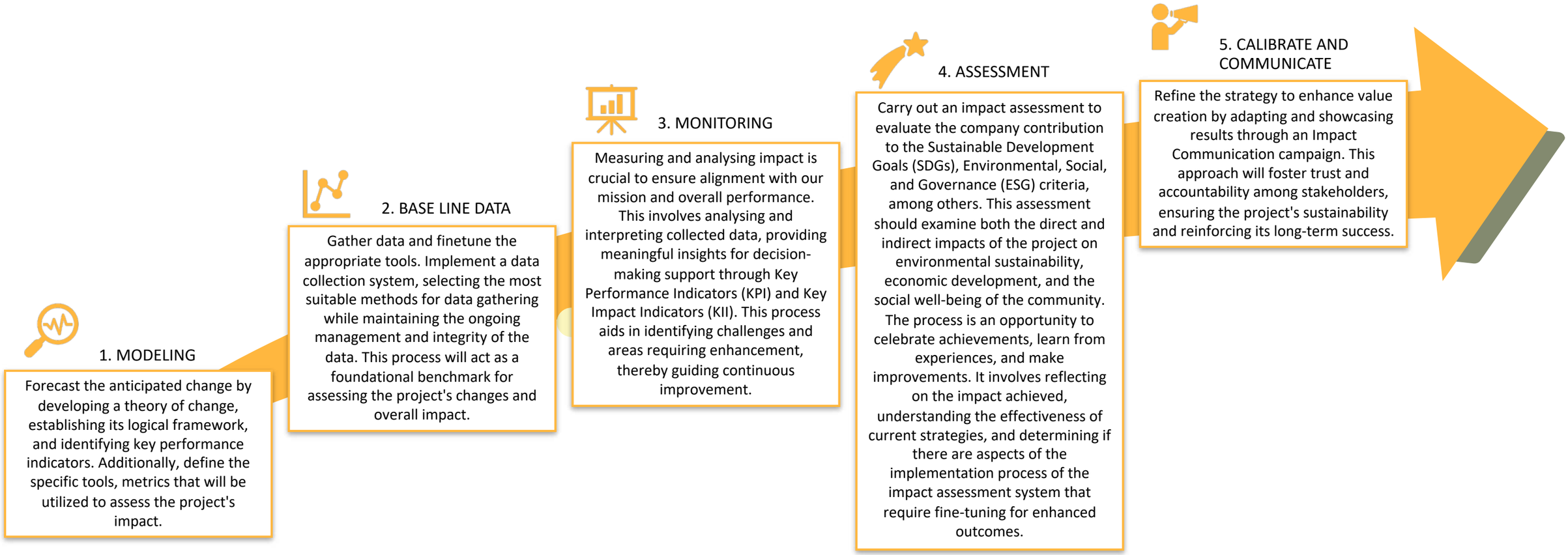


FIGURE 2 | IMPACT MEASUREMENT MAINFRAME PROCESS

SOURCE: adapted from Social Innovation Review (2023), A Playbook for Designing Social Impact Measurement

4 / Environmental Regenerative Impact

In this chapter

4.1 / Environmental scope
4.2 / Restore Land and Soil & Enhance Biodiversity
4.3 / CO2 Capture & Agroforestry
4.4 / Sustainable Production
4.5 /Access to Energy & Water

4.1 / Environmental scope



RESET champions sustainable solutions to address critical environmental challenges, fostering a healthier, more resilient planet.

RESTORE SOIL & PROMOTE REGENERATIVE FARMING

ENHANCE BIODIVERTY & REDUCE PESTICIDE USE

RESET is dedicated to **revitalizing soil and land health** through **regenerative farming** practices that **minimize pesticide** use, **enhance biodiversity**, and restore ecosystems. By promoting methods that prioritize ecological balance and sustainability.

ACCESS TO AGROFORESTRY

ENHANCE CO2 CAPTURE

RESET is committed to combating climate change through **agroforestry systems** and conservation agriculture. These practices not only actively **capture carbon in soil and vegetation** but also enhance biodiversity and strengthen the resilience of local livelihoods.

ENHANCE AN DATABASE MANAGEMENT SYSTEM FOR SUSTAINABLE PRODUCTION

ENHANCE SUSTAINABLE WASTE MANAGEMENT

RESET is developing advanced **database management systems** that facilitate sustainable farming practices, while proactively establishing community-based **waste management solutions**. These initiatives focus particularly on collecting used pesticide bottles and batteries from farming sprayers, reducing environmental impact and promoting responsible waste disposal in agricultural communities.

ACCESS TO SOLAR SOLUTIONS

RESET also focuses on **sustainable energy solutions**, helping communities gain access to reliable, eco-friendly energy sources.

ACCEES TO WATER, & SANITATION

RESET is dedicated to improving **access to clean water**, aiming to address fundamental health and hygiene needs in rural communities.



4.2 / Restore Land and Soil & Enhance Biodiversity

Certifications, regenerative farming practices and organic cotton pilots drive efforts to restore degraded land, improve soil health, and increase biodiversity.

RESET CERTIFICATIONS & LICENSES THROUGH JFS-RESET

JFS-RESET's certifications, are applied through the operational JFS-RESET company, reflecting a robust commitment to sustainability, ensuring that its operations not only meet international standards but also actively contribute to environmental protection and community well-being.

The Better Cotton Initiative (BCI) certification focuses on improving cotton farming globally by reducing environmental impacts and enhancing the livelihoods of farming communities. Cotton made in Africa (CMIA) similarly emphasizes sustainable practices in African cotton production, benefiting both farmers and ecosystems. ISCC certification, recently obtained in response to new EU regulations, ensures that JFS-RESET adheres to sustainable sourcing standards, especially concerning deforestation-free land use. Although these regulations are not yet applicable to cotton, this certification positions the company ahead of compliance expectations. Regenagri certification represents a step forward in regenerative agriculture, a key area where JFS-RESET evaluates its farming practices for sustainability improvements. This certification supports the company's transition towards more eco-friendly, soil-regenerative methods, and it is being reviewed for further expansion. Additionally, ISO:9001:2015 demonstrates the company's commitment to quality management systems, and the Environmental License issued by MITADER (Mozambique's Ministry of Land, Environment, and Rural Development) confirms its adherence to local environmental regulations.

RESTORE DEGRADED LAND AND SOIL & BIODIVERSITY REGENERATION

Within the CMIA umbrella, JFS-RESET was part of the international CAR-iSMa Project - Climate Adaptation and Resilience initiative, also including one company from Zambia and one company from Ivory Coast The project's primary goal was to increase the resilience and productivity of smallholder farmers through sustainable agricultural practices that directly benefit both the environment and local communities. Key activities in 2023 and 2024 included developing a practical guide for soil assessment, conducting training of trainers (ToTs) in the three countries, and facilitating knowledge exchange visits among project partners, with a strong emphasis on **restoring degraded land and promoting biodiversity** as a central component of sustainable farming.

15 LIFE ON LAND

COTTON MADE IN AFRICA
100%
Coverage of CMIA certification (2024)

better cotton
100%
Coverage of BCI certification (2024)

ISCC International Sustainability & Carbon Certification
78%
Coverage of ISCC certification (2024)

regenagri regenerative certified
3%
Coverage of REGENAGRI certification (2024)

SOURCE: CMIA (2023) Cotton Made in Africa Annual Report 2023. Aid by Trade Foundation.
CMIA (2023) CAR-iSMa "Climate Adaptation and Resilience, initiative, focusing on improved soil management in Côte d'Ivoire, Mozambique, and Zambia"

Within the Growth Innovation Fund from Better Cotton, JFS-RESET was able to consolidate its Better Cotton program, while also analysing soil from 111 farms, also developing a GIS map and report, with a comprehensive macro analysis of the soil and land situation of the vast number of small-holder farms.

JFS-RESET has been actively collaborating with both national and international partners on **regenerative farming**, working to develop innovative concepts and solutions tailored to Mozambique's unique environmental, social, and economic conditions. Notably, Mr. Ernst Gotsch, with the Agenda Gotsch organization, ha pioneer in syntropic farming and widely recognized for his contributions to regenerative agriculture, has been involved in guiding JFS-RESET's technical team since 2021. His expertise has helped shape the organization's approach to sustainable farming, integrating regenerative principles that enhance soil health, biodiversity, and overall ecosystem resilience. Within JFS-RESET, 1,109 farmers were supported with advanced conservation and regenerative techniques, including 77 participants in organic trials, 12 in agroforestry trials, and 1,020 using leguminous cover crops. Cover crops have shown promising results, despite germination challenges faced due to erratic rainfall in 2023/24. The agroforestry program, still in early stages, faces challenges, codesigning the model with groups of farmers, and with the assistance of several national and international specialists, in selecting suitable species and ensuring young trees' survival, in the first 2 years of establishment, especially considering, the lack of access to water for irrigating the young trees. Meanwhile, the organic pilot is gaining adoption interest from the local farmers. Though current protocols require more frequent biopesticide applications, resulting in crop yields approximately 30% lower than conventional methods in 2023/24. JFS-RESET views organic farming as part of an integrated system aimed at resilience and reduced reliance on synthetic inputs.

Additionally, JFS-RESET has been directly implementing agronomic and sociologic studies and trials in cooperation with the Mozambique Investigation Institute for Agriculture – IIAM. Among the various trials, JFS-RESET has focused on testing several regenerative farming practices to assess their effectiveness compared to standard farming protocols. Key areas of study include the use of biopesticides, the application of biochar, and the intercropping of cotton with nitrogen-fixing crops. While initial results and existing literature show promising potential for these methods, it is recommended to repeat these trials in upcoming seasons. This will include on-farm trials to validate findings and adapt these practices further for local farming conditions.

111
Number of soil analysis (2024)

77
Small-holder farms in organic pilot (2024)

1,109
Small-holder farms reached with regenerative techniques (2024)

3
Scientific trials related to regenerative farming (2024)

SOURCE: Regenagri (2024) "Regenagri Standard Criteria V3.3. Regenagri C.i.C"
Ministério da Terra e Ambiente (2024) Diploma Ministerial No. 26/2024: Provincial Integrated Forest Management Plan for Niassa Province", 84(1), 1-20.



4.2 / Restore Land and Soil & Enhance Biodiversity

Promoting Sustainable Agriculture through Minimal Pesticide Use and Water Efficiency.

MINIMAL PESTICIDE USE, NO HERBICIDE, AND NO FERTILIZER

Mozambique ranks among the lowest pesticide users globally, applying only 1.57 kg/ha, compared to 20 kg/ha in Brazil, the highest user. This data, sourced from the 2023 International Cotton Advisory Committee (ICAC), highlights Mozambique's minimal pesticide usage in global agriculture. JFS-RESET plays a pivotal role in advancing this by implementing Better Cotton and Cotton made in Africa (CmiA) practices, promoting Integrated Pest Management (IPM) which, combines biological, cultural, mechanical, and chemical methods to control pests. These strategies prioritize natural pest control methods, crop rotation, and pest-resistant varieties, while minimizing the reliance on chemical pesticides.

Also to note that **JFS-RESET does not supply herbicides, nor fertilizers**, which protects and promotes the soil´s biology, while reducing carbon emissions. Soil's fertility and organic matter should be achieved by conversation practices, such as cover crops, and crop rotation, while also exploring the introduction of agro-forestry systems, where trees can gradually become a fundamental source of soil carbon.

JFS-RESET focuses on educating farmers in safe pesticide use, proper storage, and disposal, while currently exploring non-chemical alternatives, to further reduce pesticide dependency. JFS-RESET strictly adheres to the pesticide standards outlined by international certifications, ensuring compliance with environmentally safe practices.

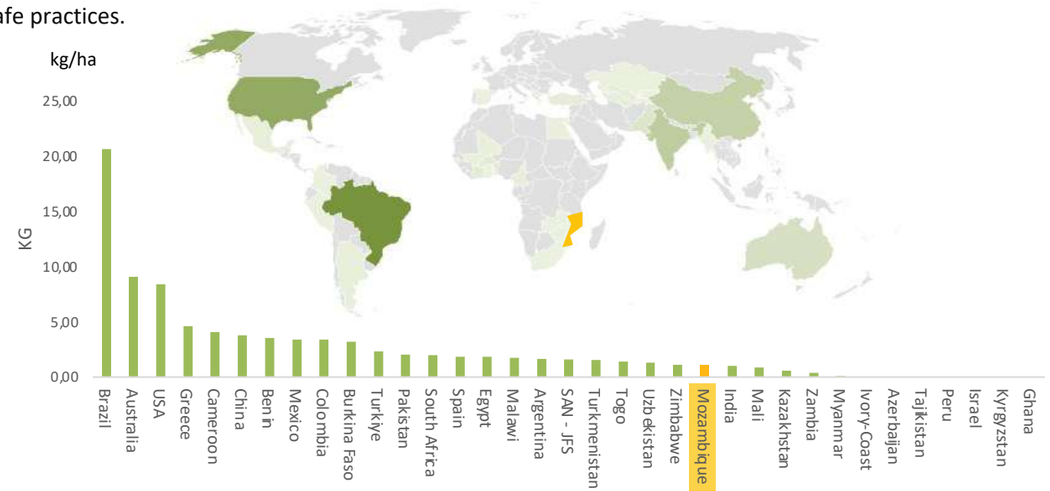


FIGURE 3 | ICAC (2024) GLOBAL PESTICIDE USE

SOURCE: IDH. (2021), Mozambique Climate Resilience Program Annual Report 2020-2021
ICAC (2024), Global Pesticide Use
ICAC (2024), Global Water Irrigation Use

100% RAIN FED AND ENHANCING WATER EFFICIENCY

All JFS-RESET´s cotton is rainfed, without external irrigation, and, according to the ICAC, Mozambique ranks among the lowest globally in terms of water irrigation for agriculture, with the majority of its agricultural activities relying on rain-fed systems.

Fertilization and irrigation account for most of the carbon emissions in farming, which puts JFS-RESET small-holder farmers in a great position to become carbon sequesters. Relying solely on rain water poses a very relevant risk, reinforcing the need to increase the adoption of sustainable practices that promote soil carbon and soil coverage, increasing water storage capacity, and reducing erosion effects.

Within its efforts, in collaboration with IDH – The Sustainable Trade Iniciative, JFS-RESET has implemented water harvesting and efficient irrigation innovations in Titimane, with a multi-satkeholders Climate Resilence program. Additionally, it was piloted the construction of artificial recharge structures in Lalaua, in the same program involving local communities in both building and utilizing the water systems. These structures help replenish the water table and provide essential water for crop cultivation, washing, and other needs. Nevertheless, considering the investment cost, such interventions require long term commitment from Government entities.

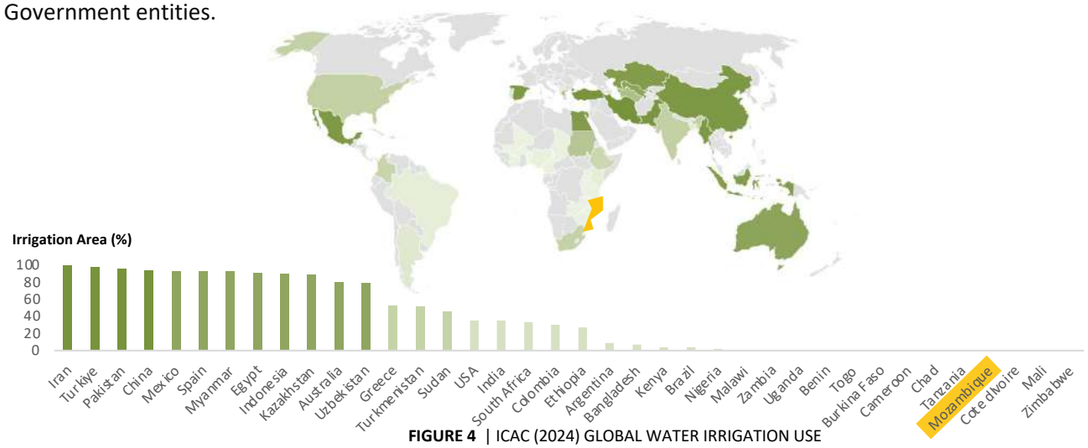


FIGURE 4 | ICAC (2024) GLOBAL WATER IRRIGATION USE

15 LIFE ON LAND

1.57g/ha
JFS-RESET pesticide supplied for cotton (2023)

ZERO
Supplied fertilizer for cotton (up to 2024)

100%
Rain-fed cotton - zero irrigation (up to 2024)



4.3 / CO2 Capture & Agroforestry

JFS-RESET aims at enhancing carbon sequestration and crop yields by gradually integrating trees into cotton farms through agroforestry, improving biodiversity and sustainability.

CO2 TRACKING AND SEQUESTRATION

In efforts to a continuous **carbon emissions reduction**, JFS-RESET has started a comprehensive measurement on the Scope 1 and 2 emissions across its entire value chain. The latest data, generated using the ICAC Cotton Expert application simulator, reveals a significant potential impact through carbon sequestration associated with cotton production. Scope 1 preliminary simulation using the same tool show that while 137 kg of CO2e emissions are produced, an impressive 2,167 kg of CO2 are sequestered, resulting in a net positive environmental outcome (net negative emissions). This can be achieved achieved on 1 hectare of land with an average cotton yield of 650 kg/ha. The balance between emissions and sequestration highlights the effectiveness of sustainable farming practices in JFS-RESET cotton cultivation system. It demonstrates how land management and carbon sequestration initiatives are crucial in reducing the overall carbon footprint. These efforts are directly aligned with global sustainability goals, positioning agroforestry as a key solution for climate change mitigation.

Regarding Scope 2 emissions from electricity use in cotton ginning, JFS-RESET conducted a pre-feasibility assessment for rooftop solar applications, with support from GET.invest. The study demonstrated operational feasibility but indicated a long payback period of 13 years, primarily due to the cotton gin's limited operation—about six months annually. To improve this return period, further analysis is needed, including exploring solutions like selling electricity to the national grid during the off-season, which would depend on national regulatory allowances.

Enter Harvested or Expected yield of Seed-Cotton :

650 kg/ha

Submit

CARBON FOOT PRINT RESULTS:

137.05	2167.56
Total Emission of Co2	Total CO2 Sequestered

CO2 SEQUESTRATION

COVER CROP AS ROTATION	1170.00
ZERO-TILLAGE	918.00
STALKS CHOPPED ON SOIL (<2 YRS LIFE)	33.67
MINERAL SOIL CARBON SEQUESTRATION	18.00
COTTON FIBRE CARBON SEQUESTRATION (<10 YRS LIFE)	27.88
NET BALANCE OF CO2	2030.51
NET CARBON CAPTURED	553.27

Cause of Co2 Emission	Emission of CO2-eq Kg/ha
MINIMUM TILLAGE	45.81
SOWING/PLANTING	5.27
AGRO-CHEMICAL APPLICATION	25
MECHANICAL WEEDING	7.59
HARVESTING	8.22
LAND USE CONVERSION EMISSIONS	0
PESTICIDE	11.8

FIGURE 5 | RESET (2024) ICAC COTTON EXPERT APPLICATION SIMULATION

AGROFORESTRY ENHANCEMENT

JFS-RESET has been developing **agroforestry** protocols specifically designed for small-scale cotton farming, collaborating with both internal and external experts to tailor solutions to local needs. Among these experts is Mr. Ernst Gotsch, widely recognized as the pioneer of syntropic farming, who has been actively supporting JFS-RESET's initiatives since 2021. This collaboration aims to establish regenerative and sustainable farming practices that enhance soil health, improve biodiversity, and provide long-term benefits for smallholder farmers in Mozambique. Trees are vital to the ecosystem as they play a crucial role in enhancing soil carbon, which boosts soil fertility, reduces erosion, improves water retention, and sequesters above-ground carbon—helping to mitigate climate change. Additionally, incorporating fruit, nut, and biomass trees into smallholder farming can diversify and increase farmers' incomes, improve nutrition, and provide sustainable wood sources for cooking. This integrated approach strengthens local food security and enhances the resilience of farming communities by fostering both environmental and economic sustainability.

With support from the CAR-ISMA project under CMIA, JFS-RESET has established nurseries, producing over 120,000 tree seedlings of diverse species for farmer distribution. A carbon feasibility study was also conducted for a cotton agroforestry model targeting small-scale farmers. Additionally, with the Better Cotton Agroforestry Project, an ongoing technical feasibility analysis for large-scale implementation is underway. JFS-RESET's experience suggests beginning with border trees and gradually progressing to alley cropping, considering the operational and social limitations. However, intensive agroforestry requires pruning, a significant cultural shift. Water availability poses the main challenge, crucial for high survival rates during the young trees' first two years. The carbon market has been a point of great interest in Mozambique, and JFS-RESET has been actively participating in several forums and discussion groups, particularly on what is related to regulation and agroforestry. The Government of Mozambique is currently working on new regulation, and RESET has presented its contributions, which was shared between all interested stake-holders.

13 CLIMATE ACTION

CO2

NET NEGATIVE

Cotton farming carbon emissions as per ICAC simulador (2024)

120k

Tree seedlings (2024)

CO2

1

Report sent to Government, as a contribution for the Mozambique carbon regulation (2024)

SOURCE: ICAC Cotton Expert application simulator

Matos, M., & Hay, K. (2023), Pre-Feasibility Assessment on Rooftop Solar Application at Grupo JFS. GET.invest.

World Economic Forum (2023). Winning in Green Markets: Scaling Products for a Net Zero World.

JFS RESET (2024), Notes on Carbon Regulation.



4.4 / Sustainable Production

Empowering Sustainability and Economic Growth through Waste Management in Rural Mozambique

WASTE MANAGEMENT IN RURAL AND HOUSEHOLD

Waste management in rural and household contexts across Africa presents significant challenges, and Mozambique is no exception. In rural areas, the lack of infrastructure for proper waste collection, disposal, and recycling leads to environmental degradation and health risks. Key issues include agricultural waste, where pesticide containers and batteries play an important role. These practices harm the environment, impact public health, and obstruct sustainable development. Addressing waste management in Mozambique is critical to improving living conditions and promoting environmental sustainability in rural communities.

JFS-RESET's waste management strategy reflects its strong commitment to environmental conservation. By emphasizing waste reduction, recycling, and safe disposal, the organization ensures responsible handling of key waste types, fostering a culture of sustainability both within the organization and the communities it serves. A major focus of this strategy is the safe disposal of pesticide containers and batteries used in ultra-low volume (ULVA) crop sprayers. By educating farmers and implementing container management systems, JFS-RESET mitigates the risks of environmental contamination and poisoning, aligning with its broader sustainability goals.

Central to this effort is the engagement of 748 Eco-Warriors, all women, who have collected 49,187 pesticide bottles and 1,798 used batteries. Acting as key agents of both environmental sustainability and local economic development, these Eco-Warriors, operating across 700 different communities, significantly extend JFS-RESET's reach (100% Cotton Communities coverage). This wide market coverage enables more communities to benefit from sustainable waste management practices. Their efforts not only promote environmental responsibility but also stimulate local economies by facilitating the trade of recycled materials and JFS-RESET products. This dual role enhances sustainability while fostering financial independence for both the Eco-Warriors and their communities.

The Eco-Warriors are served with proper PPE and recycling bins for chemical bottles and batteries, enabling safe and efficient waste segregation, and strengthening community-level recycling initiatives.

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

748
Registered & Trained Eco-Warriors women (2023)

49,187
Collected pesticide bottles (2024)

1,798
Collected used batteries (2024)

100%
Eco-Warriors Cotton Communities coverage (2023)

SOURCE: Sallwey, J., Hettiarachchi, H., & Hülsmann, S. (2017). Challenges and opportunities in municipal solid waste management in Mozambique



4.5 / Access to Energy & Water

JFS-RESET Empowers Communities with Sustainable Energy Solutions, addressing high Environmental Impact.

ACCESS TO ENERGY IN MOZAMBIQUE MAIN PROBLEMS

Access to energy in Mozambique is marked by significant challenges, rural electrification is hampered by a lack of basic infrastructure, institutional barriers, and low ability to pay for energy services where reliance on firewood and batteries is prevalent. Limited infrastructure for sustainable energy solutions further exacerbates these issues, leaving households dependent on inefficient and environmentally harmful practices. The task of collecting firewood largely falls to women, who account for 92% of this labour, spending an average of 50 minutes on this task, which varies significantly. This not only underscores the gender disparities in energy-related chores but also the extensive time commitment required. A growing concern in rural areas is the widespread use of batteries, which, though essential for powering lighting, radios, mobile phones and other basic needs, are often expensive and lack proper disposal methods. This reliance on disposable batteries creates both economic strain for households and significant environmental risks due to improper disposal and contamination. The cell phone usage and network coverage is increasing rapidly, including in the areas not served by energy grid. Becoming a fundamental livelihood tool, solar energy is becoming the only solution to recharge cell phones.

JOÃO ENERGIA

Since 2015, JFS-RESET has been exploring **community-scale energy solutions**. It began with a conceptual pilot in collaboration with UNEP, FUNAI, and EDP, The Titimane Project, aimed at developing a mini-grid project based on solar and biomass energy, utilizing cotton crop residues as biomass. Although the project was not implemented due to administrative challenges, it played a pivotal role in shaping the legal framework that was eventually put into practice.

A 2017 market study in Titimane revealed that households showed varied willingness and ability to pay for energy, with most preferring to begin with small-scale solutions to assess costs. Based on this assumption, JFS-RESET launched the **JOÃO ENERGIA** pilot project in 2018, providing solar home systems (SHS) to underserved communities, through an interest-free loan model with high favourable terms. These affordable SHS units enable lighting, phone charging, and evening study, supported by a dedicated team for sales and technical assistance. Additionally, "Eco-Warriors," local women serving as community sales agents, earn supplemental income through their involvement, furthering community development and sustainability through waste management practices.

JFS-RESET has launched a loyalty program providing cotton farmers with subsidized solar home systems (SHS) at approximately 50% of the retail price. The initiative includes a flexible three-year payment plan linked to farmers' cotton earnings, achieving a 66% repayment rate over the payment period. This initiative, supported by private financing, including GIZ's FASER Program, has been a notable success, even in challenging market conditions. Within the SHS range, JFS-RESET also offers a battery stick designed to replace disposable batteries used in ULVA crop sprayers, adding value through productive energy applications.

By 2023, 71% of households in RESET's operational areas have energy access, with 34% using solar power and 37% connected to the grid. Through the JOÃO ENERGIA initiative, 23% of farmers have gained solar access, totalling 11,605 units sold (combining solar home systems and battery sticks). Additionally, the Cotton for a Better Future project, co-supported by ABTF, introduced solar-powered charging stations in 10 schools, benefiting over 3,144 students. Each school received a solar unit and 50 power banks for students to charge at school and take home, supporting family phone charging and reading, while encouraging school attendance. RESET is also exploring options to provide efficient cook stoves, addressing local energy needs and further promoting sustainable development among its supported farmers.

7 AFFORDABLE AND CLEAN ENERGY

10,180
Household Farmers with Solar Home Systems provided by JFS-RESET (up to 2024)

1,425
Farmers with solar ULVA sprayers (up to 2024)

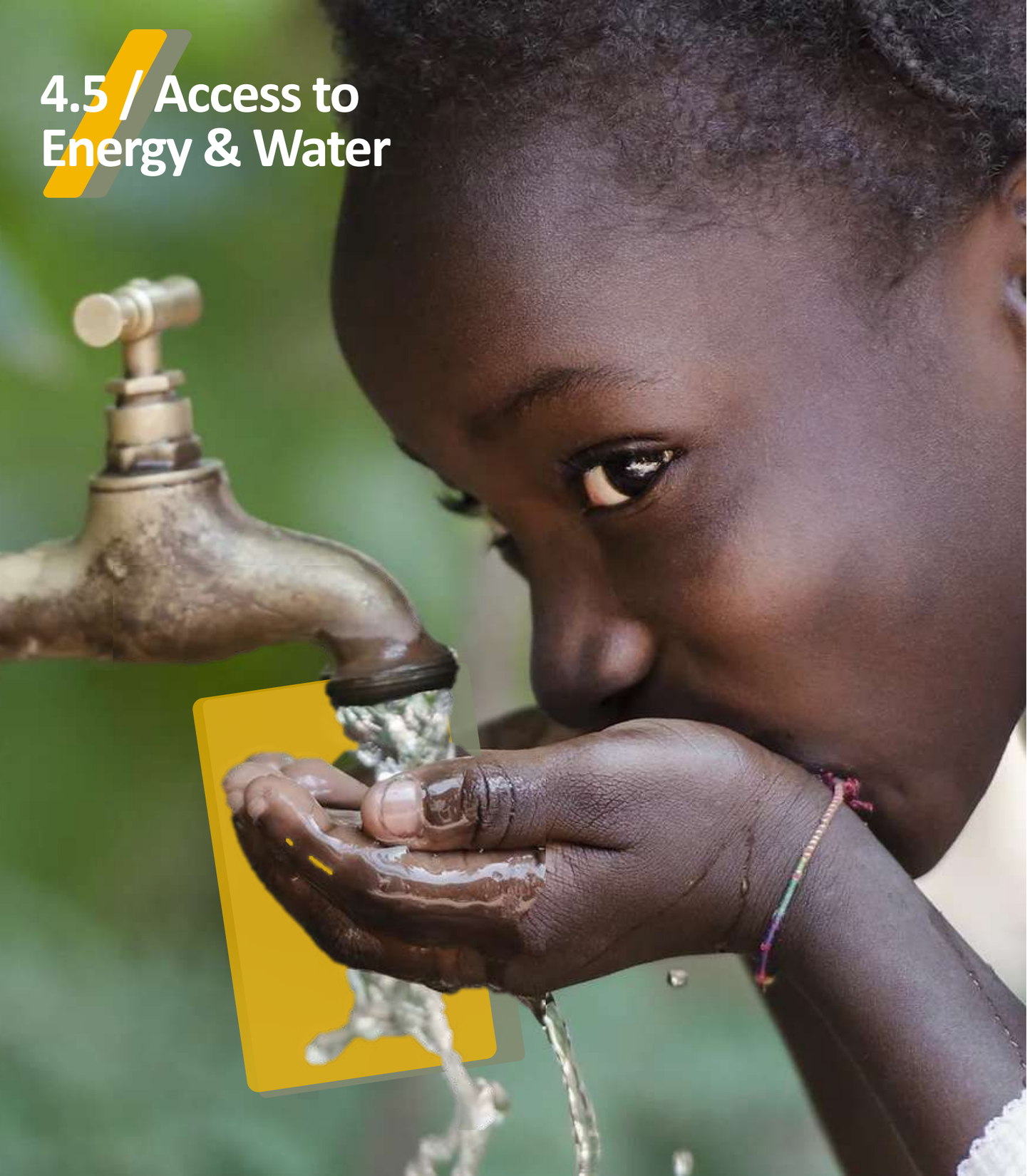
345
Women community sales agents of SHS – eco warriors involved in this activity (2024)

10
Schools with solar power banks, to promote child attendance (2023)

66%
Repayment rate aligned with the three-year payment plan (2024)

SOURCE: GIZ's FASER Program
Aid by Trade Foundation. (2024), Cotton for a Better Future - Final Report.

SOURCE: Uamusse, M., Tussupova, K., Persson, K., & Berndtsson, R. (2019), Mini-Grid Hydropower for Rural Electrification in Mozambique: Meeting Local Needs with Supply in a Nexus Approach. Water
Green Light Development. (2023), Farmer Survey Report: Assessing the Impact of Solar Energy on Rural Farming



4.5 / Access to Energy & Water

Communities Access to Water integrated Pilot Projects.

ACCESS TO WATER COMMUNITY PILOT PROJECTS

Access to water in Mozambique, particularly in JFS-RESET's primary rural communities, remains a fundamental need, highlighting significant gender disparities in household resource management. Women are overwhelmingly responsible for water collection, making up 88% of this labour, followed by daughters at 6%. Men and boys contribute minimally, with only 3% and 1% participation, respectively, leaving the remaining 3% to other household members. This imbalance emphasizes the gendered burden of water collection, a task that consumes a considerable amount of time and energy for women and girls, affecting their opportunities for education and economic participation. Also, access to water in Mozambique struggles with sustainability issues, affecting water access and access to water sources due to weak understanding of roles, conflicts, transparency, accountability, and lack of accountability.

In addition to the collection burden, there is a critical gap in water treatment practices. Alarmingly, 93% of households do not employ any method of water purification, leaving them vulnerable to waterborne diseases. Only a small portion of households take preventive steps, with 5% boiling their water and 1% each utilizing solar disinfection or water filters. This lack of access to safe water treatment methods underscores the urgent need for sustainable water solutions to improve both public health and gender equity in Mozambique.

In response to these challenges, in 2023, RESET launched the Cotton for Safe Water counting with support of Aid by Trade Foundation to provide **safe water access to three local cotton-growing communities**. This initiative as started in 2022 with the pilot project. The Access to safe Water was provided to the Khomane community within the rehabilitation of the local School and has then been scaled to 4 new communities in Cuamba (Mepuata, Maucotxaia, Nacussupa, Horonwana) and 1 in Metarica District (Niputa). The “Cotton for Safe Water” project focuses on securing reliable water sources to communities that used to walk, on average, 5 to 10 km to get access to water. The project benefit at least 5,500 people in those five communities and is expected to improve community nutrition and health outcomes.

6 CLEAN WATER AND SANITATION

1
Communities water solutions implementation (2023)

510
Safewater Khomane school students (2023)

5,500
Communities persons with access to water solution (2024)

SOURCE: Nhaurire, A., Wells-Brown, T., & Capurchande, R. (2023), Water committees in the implementation of decentralization measures in the water sector in Gaza Province, Mozambique: ownership and resistance.
Sociedade Algodoeira do Niassa – João Ferreira dos Santos, SA. (2024). Cotton for Safe Water - Project Proposal. CmiA Community Cooperation Programme.

5 / Social Community Empowerment

In this chapter

5.1 / Social Scope
5.2 / Access to Agricultural Productivity & Markets
5.3 / Eradicating Extreme Poverty
5.4 / Promote Women’s Participation & Leadership
5.5 / Access to Education & Health

5.1 / Social Scope



RESET is dedicated to fostering sustainable development and economic empowerment by addressing critical needs in agricultural productivity, poverty eradication, and gende equity.

2 ZERO HUNGER

ACCESS TO HIGH-QUALITY INPUTS

ACCESS AGRICULTURAL PRODUCTIVITY, & MARKETS

RESET is committed to enhancing **access to high-quality agricultural inputs**, ensuring farmers have the resources they need to improve productivity. By also facilitating **access to markets, fair pricing, and increased incomes**, RESET empowers local farmers to maximize their agricultural potential, contributing to greater economic stability and sustainability within their communities.

1 NO POVERTY

ERADICATE EXTREME POVERTY

ACCESS TO TECHNOLOGY, FINANTIAL SERVICES & OTHER RESOURCES

RESET is focused on **eradicating extreme poverty** by expanding **access to technology, financial services, and other essential resources**. By equipping communities with the tools and support they need, RESET fosters economic empowerment and sustainable development, ensuring marginalized populations can break the cycle of poverty and build a more prosperous future.

5 GENDER EQUALITY

PROMOTE WOMEN'S PARTICIPATION, LEADERSHIP & DECISION-MAKING

RESET is dedicated to **promoting women's participation, leadership, and decision-making** at all levels. By empowering women to take active roles in their communities and industries, RESET fosters gender equity, enhances community resilience, and drives sustainable development, ensuring that women's voices are central in shaping the future.

4 QUALITY EDUCATION

EMPOWERMENT, ACCESS TO TRAINING & TOOLS

ACCESS TO EDUCATION

RESET is committed to **empowering individuals through access to training, tools, and education**, providing communities with the skills and knowledge they need to thrive. By ensuring access to quality education and continuous learning opportunities, RESET fosters personal growth, improves livelihoods, and promotes long-term sustainable development.



5.2 / Access to Agricultural Productivity & Markets

Empowering Farmers with Sustainable, High-Quality Inputs for Resilient Growth.

ACCESS TO HIGH-QUALITY INPUTS

JFS-RESET's commitment to sustainable agriculture is demonstrated through its strategy of providing farmers with **high-quality inputs**, strictly adhering to standards for products like non-GMO seeds and approved pesticides. By ensuring that the products respect industry standards, RESET guarantees not only the enhancement of crop yield but also the protection of environmentally friendly farming practices. Moreover, RESET's inputs are provided through a structured support system, including training on proper usage and access to credit, ensuring that farmers can effectively integrate them into their operations.

JFS-RESET employs a **community-focused distribution model**, providing approximately $1.1 million in annual inputs on credit, which farmers repay through their cotton sales. While most farmers meet their obligations, some challenges remain. The Analysis of Baseline Survey Data, implemented by AgDevCo concluded that ghost farmers—non-existent or falsely registered recipients—account for 14%, while defaulting and non-repaying farmers, who either fail to sell or produce sufficient yields to repay, represent 8%. These rates highlight JFS-RESET's strong commitment to ensuring resources reach genuine farmers and are used effectively, with an 92% inputs recovery ratio on farmers who sold Cotton. All transactions are logged in the company's system via mobile devices, ensuring transparency and issuing receipts to farmers. Through rigorous record-keeping and a sustainable lending model, RESET fosters trust and economic resilience within local farming communities.

Beyond credit-based inputs, JFS-RESET also provides essential farming goods and tools at no cost, such as ultra-low volume (ULVA) sprayers, jute bags, and locally designed small hoes to help farmers implement proper planting spacing for optimal crop populations. ULVA sprayers are shared among farmer groups and returned each season for maintenance, reinforcing sustainable practices. This holistic approach strengthens economic stability, encourages responsible farming, and promotes long-term agricultural growth in Mozambique.

2 ZERO HUNGER

1,1MM
USD worth of inputs on credit to local farmers (2024)

0,59M
USD worth of farming tools and goods provided to farmers at zero cost (2024)

92%
Inputs Recovery Ratio on Farmers who Sold Cotton (2024)

8%
Defaulting farmers rate to Farmers that sold Cotton (2024)

14%
Ghost farmers rate (2024)

SOURCE: AgDevCo,Fuller, R. (2019), Analysis of Baseline Survey Data
United Nations - OCHA. (2022), Mozambique Humanitarian Response Plan 2022



5.2 / Access to Agricultural Productivity & Markets

Building Resilience Through Diversified Agriculture - JFS-RESET's Commitment to Food Security in Mozambique.

ACCESS TO FOOD SECURITY & DIVERSE RANGE OF CULTURES

JFS-RESET acknowledges the essential role of **food security** in supporting Mozambique's rural communities, especially within cotton-growing regions. In JFS-RESET supported communities, cotton is cultivated within diversified systems where food crops are prioritized by the farmers. Consequently, the training, inputs, and tools provided by JFS-RESET benefit food crop yields alongside cotton production. The research Strengthening Mozambican Capacity for Agricultural Productivity Growth has shown that farmers involved in structured outgrowing systems, such as JFS-RESET's model, experience better agricultural performance across all crops.

In collaboration with the FNDS - Mozambican National Fund for Sustainable Development, JFS-RESET co-designed and implemented the ALGODÃO SUSTENTA program, which provided maize, beans and soy inputs to 1,000 farmers in 2020 and 2021, integrating smallholders into value chains and promoting sustainable practices. Currently, JFS-RESET, in coordination with local authorities, SDAE - District Economic Activities Service in Mozambique, and supported by the WFP - World Food Programme, is scaling up food security initiatives – in particular, in 2024/25, 15,000 cotton farmers in two major districts of Niassa will receive improved maize and bean seeds along with targeted training to bolster food production and security. The innovative intervention will also enable to gradually progress to a market driven approach, where possible exceeds of food crops can reach a safe market at fair prices. Another intervention worth of mention is the cooperation with TechnoServe, to improve the soy value-chain, by integrating soy in the cultivation system with a relevant number of small farmers, while also improving the JFS-RESET processing capacity, enabling better quality soy products.

By diversifying crop production, JFS-RESET enables farmers to strengthen their resilience against economic and environmental shocks. Cotton serves as a foundational crop that opens doors to cultivating other crops. This diversification not only helps combat hunger but also ensures a stable food supply for local families, reducing their dependence on a single crop for survival, while also supporting the cotton production. This RESET comprehensive approach not only enhances economic sustainability but also fosters a stronger, more food-secure farming community in Mozambique.

AGRICULTURE FOOD SECURITY AND LIVELIHOOD SERVICES

Since 2017, JFS-RESET has significantly expanded its agricultural footprint, by initiating the provision of **food-security and livelihood services to 3rd parties**, supporting rural communities across the northern Mozambique. From 2017 to 2022, the organization has worked with over 4,000 farmers in districts impacted by the Nacala railway, focusing on both food security and income-generating crops. Services provided include crop selection, producer identification and registration, input distribution, technical training, and facilitating market access. Since 2022 and until now, JFS-RESET extended its reach to 3,000 farmers in northern Cabo Delgado, providing emergency assistance, inputs, and tools for food crop production in humanitarian contexts.

2 ZERO HUNGER

5

Agriculture Food Security Specific Programs (since 2017)

15,500

Farmers with direct support to food security and crop diversification JFS-RESET programs (since 2024)

7,000

Farmers that have been part of food security services provided by JFS-RESET, contracted by a 3rd party (since 2017)

SOURCE: Michigan State University & USAID. (2008-2009), Strengthening Mozambican Capacity for Agricultural Productivity Growth
Jorge Ferrão, Victoria Bell, Luis Alfaro Cardoso and Tito Fernandes (2018), Agriculture and Food Security in Mozambique

5.2 / Access to Agricultural Productivity & Markets



Community João Agricultor stores, with access to free transport, and sustainable market access through community franchising network.

ACCESS TO PRODUCTIVITY & MARKETS

JFS-RESET's multifaceted strategy not only enhances market access but also creates a robust infrastructure to uplift the **agricultural community productivity**. The JOÃO AGRICULTOR distribution and retail network, fully developed and implemented by RESET, plays a central role in this, designed to become the backbone of the rural business ecosystem. This network leverages synergies from cotton production, by introducing a franchise model in partnership with community local shop owners, empowering communities through ownership while JFS-RESET manages the broader distribution and financing aspects.



FIGURE 6 | JFS RESET JOÃO AGRICULTOR APP



FIGURE 7 | JOÃO AGRICULTOR STORE



FIGURE 8 | JOÃO AGRICULTOR RURAL STORE

A key element of this transformation is the shift from a centralized store model to a community-participatory shop network, run by local entrepreneurs**.** These franchised stores are backed by JFS-RESET's distribution centre in Cuamba, providing the network an online ordering service, door-to-door transport of goods and financial services. This structure not only facilitates easier access to essential resources for farmers but also provides a marketplace for agricultural products. Currently, the **JOÃO AGRICULTOR** network includes 12 active shops, with the long-term ambitious plan to expand presence to each of the ~700 supported communities.

The network also integrates community sales agents, such like the Eco-warriors, and also implements an impact and loyalty program, where livelihood goods are delivered at the door of the farmer´s house, free of any transport charge, making use of the empty trucks that reach the fields for transporting the seed-cotton. This specific program has reached total sales of $30,000 (USD) in 2024, to the local farmers, further boosting community economic resilience within the pilot project store shops.

Farmers' spending patterns post-sale reveal a holistic approach to economic empowerment, with funds primarily allocated toward family subsistence and cultural needs, including Capulanas (54%), monthly necessities (41%), and education (26%), among others. This approach not only strengthens agricultural productivity but also supports long-term community growth through diversified economic activities and local empowerment.

2 ZERO HUNGER

12
JOÃO AGRICULTOR active stores (2024)

1.8M
USD - JOÃO AGRICULTOR sales in farming communities (2024)

100%
Farmers that purchase subsistence goods for families (2023)

SOURCE: AgDevCo,Fuller, R. (2019), Analysis of Baseline Survey Data



5.3 / Eradicating Extreme Poverty

Mozambique among the World's Lowest in Human Development and Higher Multidimensional Poverty.

HUMAN DEVELOPMENT & MULTIDIMENSIONAL POVERTY

Mozambique ranks 7th among countries with the lowest Human Development Index (0,446 HDI) and is also 7th among those with the highest levels of multidimensional poverty (0,372 MPI). Approximately 61.9% of the population lives in multidimensional poverty, particularly in rural areas. Despite recent economic growth, Mozambique faces persistent challenges in providing access to healthcare, quality education, and basic living standards. Multidimensional poverty is most severe in rural provinces, where limited access to clean water, electricity, and adequate schooling exacerbates poverty levels.

RESET uses the **Multidimensional Poverty Index** (MPI) to understand the impact of the activities with the local communities. MPI is a comprehensive measure used to assess poverty beyond income, capturing various deprivations that individuals experience in health, education, and living standards. Developed by the United Nations Development Programme (UNDP) and the Oxford Poverty and Human Development Initiative (OPHI):

- Health Dimension, which examines nutrition deprivation and child mortality;
- Education Dimension, focusing on years of schooling and school attendance
- Living Standards Dimension, which evaluates access to cooking fuel, sanitation, drinking water, electricity, housing, and essential assets.

Globally, the MPI highlights significant disparities in poverty levels, with the highest concentrations of multidimensional poverty found in low-income regions, particularly in sub-Saharan Africa and South Asia. In Africa, countries such as Niger, Chad, and South Sudan have some of the highest MPI levels, where large portions of the population face deprivations in multiple dimensions, such as education and access to basic services.

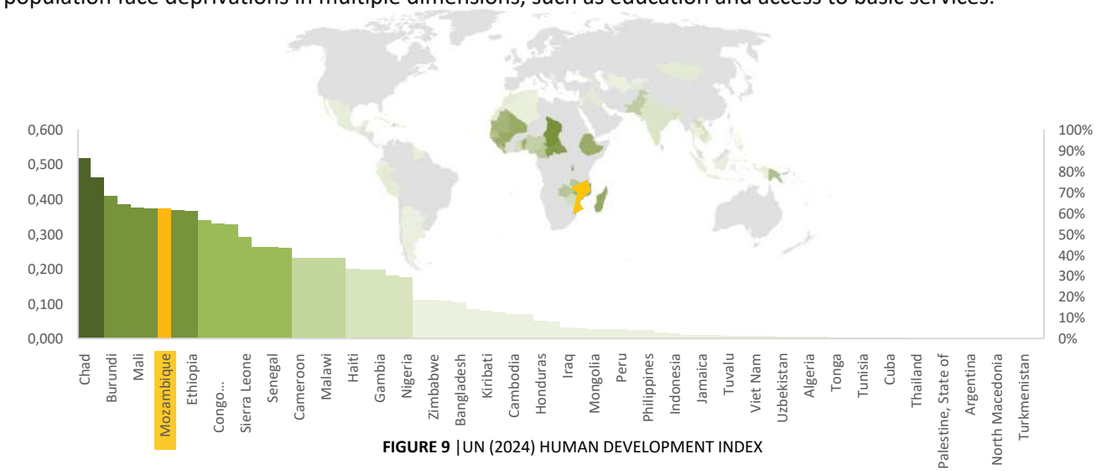


FIGURE 9 | UN (2024) HUMAN DEVELOPMENT INDEX

SOURCE: UNDP & OPHI. (2023), Global Multidimensional Poverty Index 2023: Unstacking Global Poverty
McKinsey Global Institute. (2023, From Poverty to Empowerment: Raising the Bar for Sustainable and Inclusive Growth.

EMPOWERMENT LINE

The Extreme Poverty Line, the most representative in Mozambique, is defined by living on less than $1.90 per day and highlights the strain to meet basic needs like food, healthcare and housing. Challenges include limited access to basic services, vulnerability to economic and environmental shocks, and low educational attainment. The **Empowerment Line** is a socio-economic benchmark that extends beyond the traditional concept of a living wage. This metric takes into account the cost of basic household expenses and taxes, providing a more holistic view of what is required for a person to live with dignity and agency.

In essence, the Empowerment Line is about enabling individuals, whether in high or low-income countries, to move beyond mere subsistence (sufficiency). It marks the point at which people can start to build a better future for themselves and their families, encompassing not just financial stability but also the opportunity for self-improvement and greater life choices. The Empowerment Line represents a critical threshold where individuals are able to meet their essential needs and start to attain a level of security. To reach the Empowerment Line, support must focus on meeting basic needs and fostering opportunities for growth, stability, and choice. This involves investing in education, entrepreneurship, and essential services to enable individuals to lead dignified, secure lives.

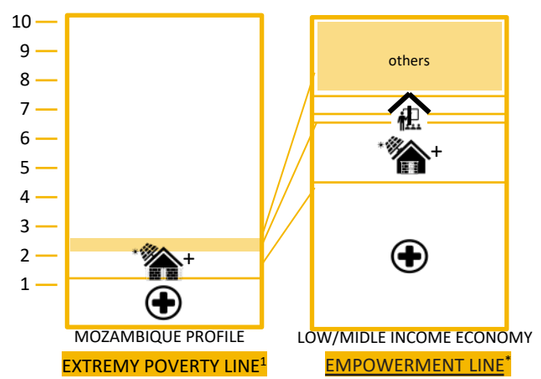


FIGURE 10 | EXTREME AND EMPOWERMENT LINE

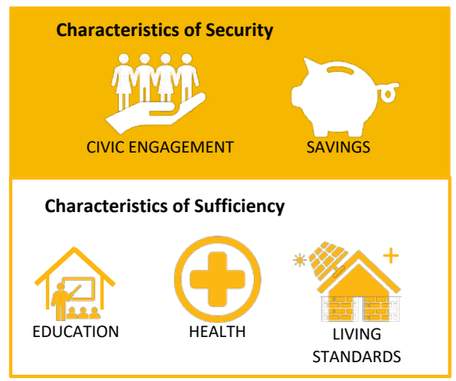


FIGURE 11 | CHARACTERISTICS OF SUFFICIENCY AND SECURITY

* The extreme poverty spending distribution is based on India's first decile of household expenditure in the 2011–12 National Sample Survey of Household Consumer Expenditure. The empowerment distribution is based on spending required to meet basic needs, derived from WageIndicator Foundation data for India. The empowerment line of $12 in 2017 PPP terms is our global floor. It is informed by academic literature, including Kharas (2010) and Bhalla (2007), establishing the global middle-class threshold as $10 in 2005 PPP (since raised to $12 in 2017 PPP).



5.3 / Eradicating Extreme Poverty

RESET's Data-Driven Approach to Reducing Poverty and Enhancing Rural Development in Mozambique.

ERADICATING EXTREME POVERTY

Since 2019, RESET has been implementing independent assessment studies to evaluate the impact of its initiatives and to fine-tune strategies aimed at fostering local agriculture development and foster extreme poverty eradicating. These studies provided key insights into multidimensional poverty in Mozambique, facilitating the design of targeted agricultural interventions and community development initiatives. The surveys and adoption studies, conducted between 2019 and 2024, focused primarily on rural farmers along the Nacala railway and in other cotton-growing regions, such as Niassa Province.

The initial assessment in 2019, conducted with 1,220 correspondents, within an innovation program supported by AgDevCo, aimed to understand farmer needs and practices, including their access to agricultural inputs and participation in sustainable programs. In 2022 assessment, an independent monitoring company was contracted to carry out a survey involving 486 interviews to gauge the adoption of Good Agricultural Practices (GAPs) and farmers' understanding of sustainable cotton production. In the 2024 assessment, RESET conducted a follow-up study with 277 respondents, in Cuamba district, across 3 different locations: Cuamba (n=181), Metarica (55) and Lalaua (41), through independent consultants, aiming to identify precise interventions for crop production, technical assistance, and market access. From these assessments, RESET Foundation, in partnership with UEM Economy Department and UNU-WIDER, implemented a MPI study identifying the major poverty indicators (89,5% - Incidence of Poverty, 52,7% Intensity of Poverty and 0.47 - Multidimensional Poverty Index), that enable RESET to evaluate main agricultural practices and measure the effectiveness of its efforts to **reduce extreme poverty**. The findings were instrumental in understanding the socio-economic challenges faced by smallholder farmers, highlighting barriers to agricultural productivity such as limited access to resources, training, and market integration.

The levels of **deprivation across various MPI indicators from 2019 to 2024**, with notable improvements in Nutrition and Electricity access, but persistent and high deprivation in Cooking Fuel, Sanitation and Housing. The significant rise in School Attendance in 2024 highlights potential challenges in educational access. Overall, while some progress has been made, essential areas like living standards remain critical issues, necessitating focused interventions to ensure sustained improvement in quality of life and reduction of multidimensional poverty.



SOURCE: AgDevCo,Fuller, R. (2019), Analysis of Baseline Survey Data
Green Light Development. (2023), Farmer Survey Report: Assessing the Impact of Solar Energy on Rural Farming
KAPAZ, IAAM (2024) - JFS-RESET Cuamba Protocol - Adoption Study



5.3 / Eradicating Extreme Poverty

Ensuring Fair Prices and Sustainable Support for Mozambique's Cotton Farmers as Pathway to Poverty Eradication.

FAIR PRICES AND PRICE MECHANISM

Eradicating extreme poverty is closely tied to ensuring **fair prices** that cover sustainable production costs. Guaranteeing adequate compensation for farmers' crops, such as cotton, is essential to maintaining their economic stability. Mozambique's cotton price is regulated, with the government setting a minimum price to protect farmers' interests and guarantee fair compensation.

Under Mozambique's cotton regulations, the government has entrusted private companies, through concession contracts, to support small farmers in accessing inputs and producing cotton. These concession contracts establish a direct and long-term relationship between companies and farmers, eliminating the need for intermediaries. Each concessionaire is responsible for a specific area, providing inputs, training, and support to all farmers interested in cultivating cotton, while also guaranteeing the purchase of the entire seed-cotton at government-set minimum prices. These minimum prices are determined through a public and transparent negotiation process between the FONPA - National Cotton Producers Forum and the companies Cotton Association of Mozambique. Notably, the concession system applies only to small farmers who require support to produce cotton (categorized as Class 1 farmers). Autonomous farmers, who produce independently, are free to grow and sell cotton anywhere in the country (irrespectively if the places have an appointed concessionaire for class 1 farmers or not) and are even entitled to contract toll-ginning services from any gin based on rates set by the government.

The minimum **price mechanism** for seed cotton is based on a validated formula, reviewed by internationally recognized entities, with the latest update supported by GIZ in 2015. According to this formula, farmers receive approximately 60% of the lint FOB export value from Mozambican ports, converted into local currency and paid in cash at the farm gate, after deducting the cost of inputs and pesticides provided on credit by the concessionaire. The price is set in April-May, aligned with international cotton prices.

With the remaining 40% of the FOB cotton value, JFS-RESET and other cotton companies cover all business expenses, including input distribution, risk of input repayment defaults, continuous extension and technical training, seed-cotton logistics, ginning, export logistics, certifications, and overhead. Operating in a competitive market with challenging local conditions, efficiency is crucial to maintaining economic sustainability.

In 2024, despite a reduction in the seed-cotton minimum price from 33 MZM/kg in 2023 to 30 MZM/kg, farmers' average gross income increased by approximately 30%. This rise in income was primarily due to a significant crop yield recovery of nearly 40% compared to the previous year. However, yields remain below the expected average, largely due to unusual climatic conditions. The rainy season in 2023/24 was exceptionally short, impacting not only cotton but also other crops, underscoring the challenges that climate variability poses to agricultural productivity.



5.1MM

USD farmer revenues from Cotton (2023-2024)

29%

Average farmer gross income increase from in 2024 in comparison to 2023

SOURCE: AAM, JFS (2022), Strengthening Mozambique's Cotton Sector through Price Stabilization Measures



5.3 / Eradicating Extreme Poverty

JFS-RESET is transforming Mozambique's agriculture by boosting farmer access to financial services, tools and resources.

ACCESS TO FINANTIAL SERVICES & OTHER RESOURCES

RESET's strategy for improving access to technology, **financial services**, and essential resources is deeply rooted in fostering sustainable agricultural development and strengthening community resilience. Recognizing the critical role of agriculture in rural livelihoods, RESET focuses on equipping farmers with modern farming tools, equipment, and targeted training on advanced agricultural techniques. This holistic approach not only enhances productivity and income generation but also integrates environmentally sustainable practices, ensuring long-term agricultural viability.

Regarding financial services, JFS-RESET developed a study in 2020 that concluded that small producers in rural areas face significant barriers to financial inclusion due to the absence of financial institutions in their communities, misaligned financial products that do not meet their needs, and low levels of financial literacy. These challenges are compounded by the high costs associated with delivering financial services through traditional banking models, leaving many without access to the resources necessary for economic growth and stability. This collaboration with FSD Moçambique and other key stakeholders enabled the assess farmers' specific needs and develop financial services tailored solutions. As a result of these efforts, JFS-RESET has created training manuals and integrated financial literacy into its main farmer training program. The organization has also piloted e-wallet solutions, enabling electronic payments and safer savings options for farmers—a primary need identified during initial assessments. However, progress has been constrained by the underdeveloped mobile banking agent network, which has slowed expansion.

In 2024, JFS-RESET initiated discussions with VODAFONE Mozambique to establish a strategic partnership aimed at developing new financial solutions that address both current needs and operational limitations. Access to financial services in Mozambique is crucial for driving agricultural productivity, empowering farmers to invest in resources that enhance and sustain yields. Beyond credit, fostering a culture of savings plays a vital role in supporting long-term agricultural growth and resilience.





1

Financial services tailored solutions Manual (2020)



1

Strategic partnership for developing the access to financial services area (2024)

SOURCE: Letshego (2020), Relatório de Avaliação Final do Piloto: Inclusão Financeira de Pequenos Produtores de Algodão

5.4 / Promote Women's Participation & Leadership



RESET is dedicated to shaping a brighter, more sustainable future, emphasizing diversity and inclusion.

INCLUSION & WOMEN'S PARTICIPATION

At the core of JFS-RESET's approach is a profound emphasis on understanding community dynamics and individual needs, supported by sociological and anthropological insights to craft tailored development solutions. This understanding ensures JFS-RESET effectively addresses diverse needs while working collaboratively with the community and local entities. Women play a crucial, catalyst role in this strategy, with 26 women workers (of a total of 104 fixed employees) and 11,097 farmers involved being women, highlighting the organization's focus on female empowerment.

JFS-RESET also promotes an inclusive culture through targeted training, enhancing the **role of diversity as a driving force in agricultural innovation**. Leadership is dedicated to fostering an inclusive environment where diversity is not just encouraged but also embedded into all operations. The aim is to ensure that every individual, particularly women and those from marginalized backgrounds, feels genuinely valued and supported within JFS-RESET's initiatives.

In 2023 we have implemented an inclusive job initiative with the prison of Cuamba, generating a work opportunity for 30 prisoners, 29 men and 1 woman, who were given the opportunity to do specific tasks at the factory, with specific supervision. This intervention becomes relevant, not only to generate opportunity for all groups, but also to sensitize and mobilize the internal on playing an active role in social challenges, like the recuperation and integration of inmates. JFS-RESET remunerated the work performed by this group, at the same exact rate, which was paid to the prison.

EMPOWERING WOMEN IN LEADERSHIP AND DECISION-MAKING

JFS-RESET prioritizes empowering **women in decision-making** roles, demonstrated by the involvement of 748 Eco-Warriors across communities, doing several activities related to waste management, and from which 345 are also already involved in commerce activities, as community agents. These women drive environmental sustainability while also serving as economic leaders, facilitating the sale of JFS-RESET products and contributing to regional development.

Also, the success is measured through community feedback, with through focus on women's participation in social and economic impacts (2019, 2023 and 2024). Notably, in a survey performed in 2023 by Green Light, independent entity contracted by JFS-RESET, conclued that 74% of women, alongside their spouses, now play a key role in deciding how income is utilized, reflecting positive impact of the actions being promoted in JFS-RESET ecosystem. By fostering inclusive participation, JFS-RESET ensures women lead both economic growth and environmental stewardship, creating lasting change in their communities.

5 GENDER EQUALITY

25%
RESET Women Workers (2024)

11,097 | 34%
RESET Women Rural Farmers (2024)

3
Women's Community Feedback and Participation survey's (2020-2024)

74%
Woman's co-decision regarding the destination of income generated from sales (2022)

SOURCE: AgDevCo,Fuller, R. (2019), Analysis of Baseline Survey Data
Green Light Development. (2023), Farmer Survey Report: Assessing the Impact of Solar Energy on Rural Farming
KAPAZ, IAAM (2024) - JFS-RESET Cuamba Protocol - Adoption Study
CMIA (2023). Empowering Women in Cotton Farming: Insights from CmiA's Women Empowerment Study
WBG (2022), Leveraging Women and Girls' Potential
UN Women Data (2024), Country Fact Sheet

5.5 / Access to Education & Health



RESET's access to Education Strategy through

ACCESS TO EDUCATION

At the heart of RESET's approach is a profound understanding of community dynamics and individual needs, emphasizing the importance of collaboration with local entities and communities to effectively address diverse perspectives. **Access to education** is a critical need alongside infrastructure improvements. Since 2012, JFS-RESET has developed the Cotton School Program, working across twenty schools pilot, with full implementation in six by 2024 affecting positively around 80 young students. The program provides technical support to teachers, training both educators and students in agriculture, and assisting each school in implementing a small cotton field; all hazardous works like pesticide treatments are performed by JFS-RESET field officers, leaving the school to perform the remaining tasks, in a learn-by-doing process, including the harvesting, bagging, weighting and accounting of the annual results. The seed-cotton is paid with special price, and the results are converted into goods to support the school and its students (like paper, material, desks, etc).

RESET's efforts also focus on improving educational facilities, making them more inclusive. Cotton for a Better Future project, implemented in 2023 improved the Khomane School infrastructure. The key achievements include the construction of a school, by equipping classrooms with proper lighting, desks, benches, a borehole for water access, and a community garden, with the goal of enhancing education outcomes. These improvements ensure students, including those with disabilities, can learn in a safe and healthy environment. In Khomane, over 510 students now have access to clean water and handwashing facilities—essential during health crises like cholera outbreaks. Through these integrated efforts, RESET not only enhances agricultural productivity and health education but also plays a vital role in fostering sustainable development, improving education access, and empowering Mozambique's rural communities.

JFS-RESET's approach promotes positive impact through the engaged farmers that invest on children's education (26%), promoting youth engagement, reducing school dropout rates, preventing forced and dangerous labour, and increasing years of schooling. By integrating and enhancing access to education, health, and living standards, RESET aims to foster sustained educational development. These holistic efforts not only improve educational outcomes but also positively impact the well-being of students, their families, and the wider community in Niassa province, ensuring a supportive environment for ongoing growth and development.

ACCESS TO PREVENTION HEALTH EDUCATION

In 2011, JFS-RESET, in partnership with UNICEF and Eco-SIDA, has piloted the Juntos com Vida Project, a **health prevention education** program traveling to rural communities. The key innovation of this intervention was to optimize resources, and to capacitate JFS-RESET extension team to being able to provide basic education beyond the normal agronomic training, in key livelihood subjects such as nutrition, WASH, child and women rights, etc, and in an entertainment way, including the projection of movies with data shows, in places not served with electricity. This initiative showed very good acceptance both by our team, as well as by the communities, with a marginal operation cost. By merging health topics with entertainment, the mobile units fostered greater community participation, addressing critical social challenges in cotton-producing regions.

4 QUALITY EDUCATION

26%
Farmers that invest on children's education (2024)

80
Girls and Boys Students served by "Escola Algodão" project (2024)

1
Improved School with access to water, energy and teachers (2023)

510
Girls and Boys Students access to an improved school (2023)

SOURCE: UNICEF, SAN JFS (2011), Juntos com Vida. UNICEF Mozambique.
Aid by Trade Foundation (2024), Cotton for a Better Future
Green Light Development. (2023), Farmer Survey Report: Assessing the Impact of Solar Energy on Rural Farming
JFS (2012), Cotton School Program

6 / Governance

In this chapter

6.1 / Governance Scope
6.2 / Access to Sustainable Agro-industrial Infrastructure
6.3 / Access Impact Scientific Research
6.4 / Access to Business Skills & Decent Work
6.5 / Enhancing multi-stakeholder partnerships, ethics & transparency
6.6 / Mitigating All forms of Violence

6.1 /Governance Scope



RESET enhances governance by boosting business skills, fostering innovation, ensuring ethical practices, and promoting community safety and multi-stakeholder collaboration.

ENHANCE AGRO-INDUSTRIAL SUSTAINABLE INFRASTRUCTURE

ENHANCE SCIENTIFIC RESEARCH, UPGRADE TECHNOLOGICAL

RESET is propelling **sustainable agro-industrial infrastructure** forward and **amplifying scientific** research to enhance technological capabilities, ensuring local communities gain access to essential knowledge and cutting-edge advancements.

ACCESS TO TECHNICAL TRAINING, BUSINESS SKILLS & DECENT WORK

RESET actively focus on empowering communities with **technical training and business skills** to ensure access to decent continuous work.

ENHANCE MULTI-STAKEHOLDER PARTNERSHIPS

ENHANCE ETHIC, TRANSPARENCY AND RESPONSABLE BUSINESS CONDUCT

RESET prioritizes enhancing **multi-stakeholder partnerships** and upholding **ethics, transparency, and responsible business** conduct to foster trust and collaborative progress.

REDUCE ALL FORMS OF VIOLENCE

RESET is dedicated to **mitigating all forms of violence**, ensuring a safer and more secure environment for everyone. The organization promptly provides necessary resources during emergencies while also addressing medium-term needs with effective solutions.



6.2 / Access to Sustainable Agro-industrial Infrastructure

JFS-RESET environmentally friendly & innovative industrial park is equipped with comprehensive utilities and advanced facilities, including a specialized focus on sustainable agro-industrial infrastructure and efficient production.

SUSTAINABLE, AND RESILIENT INFRASTRUCTURE

JFS-RESET's industrial park in Cuamba is the main industrial hub of JFS-RESET, spans over 80,000 square meters and stands as a model of sustainability and agro-industrial advancement. The park houses a modern cottonseed processing plant and an integrated oil extraction, refining, and packaging facility, capable of handling cottonseed, soy, and other oilseeds. This diversification not only expands JFS-RESET's product offerings but also enhances its ability to serve various markets.

In 2023, JFS-RESET took significant steps to increase its operational capacity with a masterplan to expand the industrial park. The plan includes building a new 4,000-square-meter warehouse to improve logistics and storage to meet rising demand. While the oil plant is currently modest in scale, plans for expansion hinge on the full implementation of regulatory frameworks for oilseed crops, including marketing and pricing standards. Once the business model is fully established, these frameworks will further fuel the park's growth potential.

The **Cotton Ginning Plant** has a daily capacity of 150 tons of seed cotton, optimizing cotton processing efficiency. Complementing this is the **Oil Pressing Plant**, capable of pressing 25 tons of oilseeds per day. Additionally, the **Edible Oil Refining and Packaging Plant,** processes and packages up to 10 tons of refined edible oil daily, enhancing product value and market reach.

The industrial park is well-equipped with critical infrastructure, such as dedicated power supply, sanitation systems, and a fire-fighting mechanism, which are protected under comprehensive insurance. To ensure sustainable operations, JFS-RESET has implemented a cutting-edge IT infrastructure for real-time monitoring, data management, and seamless communication across its network. This includes servers, broadband connectivity, and advanced computing equipment, further supporting its industrial operations.

In alignment with JFS-RESET's sustainability goals, and with the support of Get.Invest the company has conducted a feasibility study in 2023 aimed at transitioning the entire facility to solar power, an initiative that will significantly reduce the factory's carbon footprint and reliance on non-renewable energy. This strategic shift towards renewable energy underscores JFS-RESET's commitment to environmental responsibility while enhancing operational efficiency.

JFS-RESET's infrastructure includes other several smaller facilities, such as the Sisal processing plant in Memba or the growing Macadamia operation in Chimoio. These key sites highlight the company's focus on high-value crops, while smaller assets provide localized support, enhancing community development and sustainability.

SOURCE: Matos, M., & Hay, K. (2023). Pre-Feasibility Assessment on Rooftop Solar Application at Grupo JFS

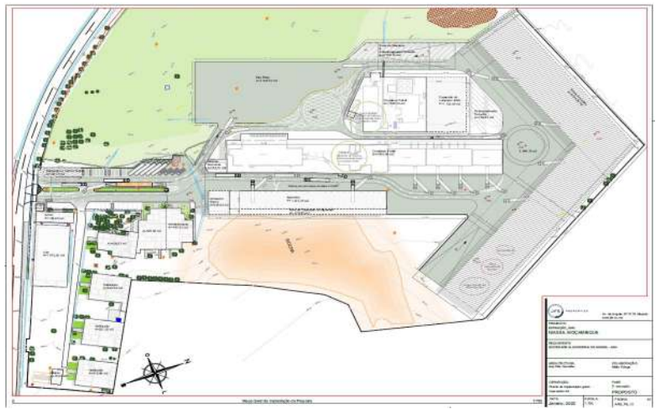


FIGURE 12 | RESET CUAMBA AGRO-INDUSTRIAL INFRASTRUCTURE

CUAMBA AGRO-INDUSTRIAL INFRASTRUCTURE	AREA (M^2)
Offices	467
Residential buildings	2.569
Clinic	78
Office	477
Factories, warehouses and porches	7.743
Store & Warehouse	1.076
Others	1.721
TOTAL	**14.131**

COTTON GINNING PLANT	UNIT
Installation year	2012
Brand Equipment	SWAN
Capacity	150 ton/day

OIL PRESSING PLANT	UNIT
Installation year	2022
Brand Equipment	UNITED
Capacity	25 ton/day

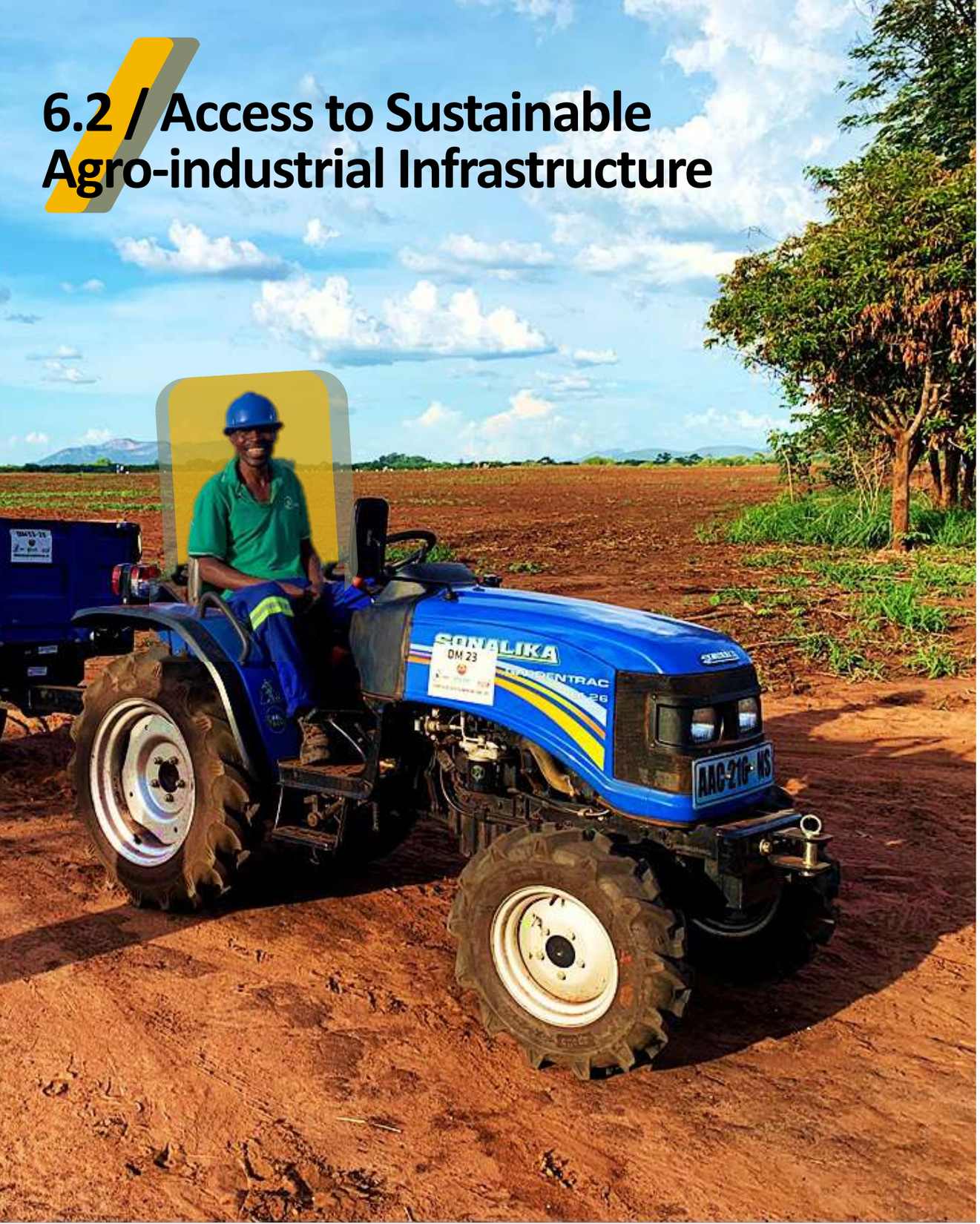
EDIBLE OIL REFINING AND PACKAGING PLANT	UNIT
Installation year	2012
Brand Equipment	UNITED
Capacity	10 ton/day

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

80.000
Agro-industrial Sustainable Infrastructure square meters (2024)

5
Factories, warehouses and porches Store & Warehouse (2024)

6.2 / Access to Sustainable Agro-industrial Infrastructure



JFS-RESET provides comprehensive logistics support and cutting-edge technology, ensuring efficient agricultural production and market access for rural communities.

FLEET AND LOGISTICS

JFS-RESET is thoroughly equipped with a well-optimized **fleet and a range of machinery** to support its expansive production operations. The fleet includes trucks, tractors with implements, forklifts, light vehicles (pick-ups), motorbikes, and an industrial weighbridge, ensuring the company's ability to meet logistical demands. Managed by a dedicated fleet manager, along with a specialized maintenance team and skilled drivers, the company's internal logistics are designed for efficiency, with seamless support during peak production times through partnerships with long-term, reliable transporters. This enables JFS-RESET to consistently deliver inputs and transport harvested crops, including cotton, at no cost to local farming communities.

Additionally, JFS-RESET leverages cutting-edge, internally developed software to maintain real-time operational control. This system is supported by a robust IT infrastructure, including servers, broadband connections, and a range of computing devices, all of which enhance the company's organizational efficiency. By integrating modern technology with skilled workforce management, JFS-RESET improves agricultural productivity and operational sustainability.

Beyond the main operations in Cuamba, JFS-RESET maintains a versatile fleet across other locations to support agricultural activities efficiently. These fleets, though smaller in scale, are essential for providing timely logistics, delivering inputs, and collecting produce directly from farmers. In areas like Memba and Chimoio, the fleet ensures seamless transportation of Sisal and Macadamia products, respectively, contributing to the streamlined operations and maximizing productivity in each regional hub.

CUAMBA INVENTORY	N.º UNITS
Trucks	19
Tractors + Implements	12 + 27
Forklifts	5
Light Vehicles (pick-up trucks)	8
Motorbikes	45
Industrial Weighbridge	1





FIGURE 13 & 14 | RESET FLEET

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

117

Fleet and Large Farming Equipment's (2024)



6.2 / Access to Sustainable Agro-industrial Infrastructure

Evaluate the effectiveness of supply chain management practices in ensuring transparency, traceability, and ethical sourcing throughout technological integration and data management.

SUPPLY CHAIN MANAGEMENT & DIGITAL TRACEBILITY

Many farmers in rural Mozambique struggle with limited access to essential services, such as bank accounts, microcredit, and basic resources, due to the lack of identity cards. To overcome this barrier, JFS-RESET has implemented a comprehensive **supply chain management system** that includes biometric identification and registration. By 2024, 32,630 farmers who sold cotton were registered with biometric IDs, covering 33,255 production polygons, enabling accurate identification and personalized support. This system also facilitates pre-financing, agricultural inputs, training, and technical assistance throughout all stages, from production to sales.

The system provides precise **digital traceability**, achieving 100% farm-to-bale tracking across the entire supply chain. This level of transparency ensures ethical sourcing, compliance with sustainability standards, and fair compensation for all participants according to set prices and regulations, while upholding rigorous environmental and social standards.

JFS-RESET's farmer-centric data collection enables precision-targeted interventions, improving productivity while protecting the well-being of farming communities. Managing entities are required to operate under robust systems that can anticipate risks, implement corrective actions, and promote best practices through local technical support. By providing professional training, data-driven insights, and transparent reporting, JFS-RESET fosters responsible farming practices. These efforts support social equity, environmental conservation, and sustainable economic growth, ensuring transparency, traceability, and ethical sourcing across the supply chain.



FIGURE 15| FARMER POLYGON IDENTIFICATION

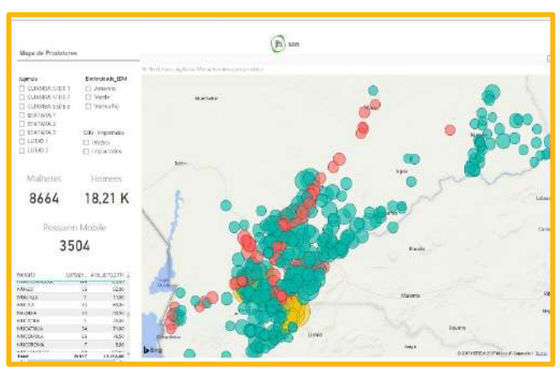


FIGURE 16 | RESET (2024) POLYGON IDENTIFICATION APPLICATION

TECHNOLOGICAL INTEGRATION AND DATA MANAGEMENT

JFS-RESET is leveraging cutting-edge **technological solutions** to enhance agricultural productivity and sustainability. A core initiative is the registration of farm polygons using Geographic Information Systems (GIS) technology. This foundational process accurately maps farmland boundaries, optimizing land use, enhancing crop production, and promoting sustainable practices like crop rotation, with an average of 0.64 hectares of cotton per farmer. Additionally, GIS technology plays a crucial role in formalizing land ownership, offering farmers the recognition of their agricultural spaces, which contributes to better land management and long-term economic stability.

The **integration of GIS** further supports efficient spatial analysis, helping the company and farmers to determine best crop locations by evaluating soil quality, topography, and historical data. This opens opportunity for implementing conservation measures like buffer zones and contour farming to prevent soil erosion, enhancing long-term land sustainability. Additionally, JFS-RESET leverages SENTINEL 2 satellite imagery for comprehensive land monitoring. By tracking changes across extensive farming areas over time, this technology provides valuable insights into land use patterns and performance. By correlating satellite imagery with farm productivity data, JFS-RESET has been gradually identifying trends and refine farming interventions, enhancing efficiency and fostering a data-driven agricultural system. This innovative approach sets the stage for integrating advanced analytics and artificial intelligence into future farming practices, driving smarter, more sustainable agricultural solutions.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

32,630 Farmers registered with biometric identity (2023)

33,255 Farm polygons registration (2023)

0.64 Average cotton hectares per farmer (2023)

100% Farm to Bale Traceability (2024)



6.3 / Access Impact Scientific Research

Transforming rural poverty into prosperity through innovative agricultural and rural development, through rigorous research and tools community innovative projects.

ENHANCE SCIENTIFIC RESEARCH

JFS-RESET and the RESET Foundation are spearheading **impactful research** in Mozambique to boost community well-being and agricultural productivity. Their collaborative efforts focus on developing regenerative strategies that enhance living standards and farming efficiency through innovative research that intersects sustainable agriculture with community development.

Central to their mission, the RESET Foundation advances knowledge and innovation through the **"João Ferreira dos Santos" Knowledge Center**, promoting a vibrant culture of research and development., focus and committed to:

- **Research**: addressing social, environmental, and economic challenges through research, collaboration with academic institutions, and practical solutions.
- **Tools:** The development of innovative tools and methodologies designed to advance regeneration processes and drive transformative impact. These include Geographic Information Systems (GIS) software, training programs, capacity-building tools, and more.
- **Publications**: ensuring that research is translated into scientifically rigorous publications, contributing to global knowledge.
- **Amplification & Advocacy**: amplifying these insights by supporting change agents, advocating for critical causes, and providing essential resources to those in need, ensuring the broad dissemination of knowledge for lasting change.

RESET's **think tank** plays a pivotal role in its strategic operations by engaging a diverse range of experts from fields such as agriculture, economics, sociology, and environmental sciences. This multidisciplinary collaboration allows RESET to assess the unique needs of the communities it serves and define impactful strategies for research and sustainable development in the field. By combining expert insights, research, and data-driven analysis, the think tank develops comprehensive frameworks and solutions that guide RESET's initiatives. This process ensures that RESET's interventions are tailored, scalable, and aligned with long-term social and environmental goals.



10

Household and Sustainable Agriculture Research studies (2024)

6

Tools & Technology Integration for extension technical agriculture & training (2024)

SUSTAINABLE AGRICULTURE AND POVERTY ALLEVIATION RESEARCH

Since 2022, JFS-RESET and the RESET Foundation, collects critical knowledge and information in a Living Library and has coordinated a range of **innovative research projects** aimed at addressing key challenges in agriculture, poverty alleviation, and sustainability. These projects focus on developing new methodologies for assessing poverty and improving agricultural practices:

- **Poverty Livelihood Baseline**: This research focuses on developing methodologies to assess poverty among farmers and rural communities using tools like surveys, focus groups, and stakeholder identification. An essential component is the use of the Multidimensional Poverty Index (MPI) to evaluate deprivations in areas such as health, education, and living standards, providing a holistic view of poverty. The findings will guide targeted and effective future interventions.
- **Soil fertility monitoring**: Developing techniques and tools for measuring and monitoring soil fertility to optimize agricultural productivity.
- **Determinant Factors in Cotton Productivity:** Analysis of the factors that currently have the greatest influence on and determine the agricultural yields of the crop.
- **On-farm intercropping trial**: study conducted directly on farmers' fields to test how planting two or more crops together can improve yields, enhance soil health, and increase agricultural resilience.
- **Agroforestry and Syntropic Cultivation Systems**: These research explore sustainable agricultural methods that integrate diverse crops and trees, promoting ecosystem resilience, biodiversity, and long-term soil health to enhance both productivity and environmental sustainability.
- **Feasibility study for carbon project based in the cotton agro-forestry system for small scale farmers**: Assessing the viability of a cotton agro-forestry project resulting in producing carbon credits.
- **Research on best crops for biodiesel production**: Identifying the best crops for biodiesel production in Mozambique to promote renewable energy sources.
- **Organic cotton production trial**: Investigating sustainable methods for organic cotton production to support eco-friendly agriculture.
- **Biopesticide and on-station intercropping trials**: These experiments, focus on testing natural pesticides (biopesticides) and combining them with intercropping practices to control pests while promoting sustainable farming.
- **Biochar trial**: This trial investigates the use of biochar, a type of charcoal added to soil, to improve its fertility, water retention, and overall crop yields, contributing to more sustainable agriculture.
- **Low-cost yield improvement methods/tools**: Developing cost-effective solutions to increase agricultural yields, such as improved tools and practices.
- **Adherence Factors**: Socioeconomic factors underlying farmers' engagement in cotton cultivation.



6.4 / Access to Business Skills & Decent Work

JFS-RESET's commitment to fostering access to technical training & business skills.

ACCESS TO TRAINING AND TO TECNICAL SKILLS

JFS-RESET's impact on Mozambique's agricultural sector goes well beyond short-term productivity gains, focusing on lifelong learning and skill development for farmers. Supported by dedicated extension officers and technicians, JFS-RESET equips farmers with knowledge in sustainable farming methods, modern agricultural practices, and essential business skills, empowering them to adapt and thrive in a constantly evolving agricultural landscape.

To enhance learning effectiveness, JFS-RESET utilizes modern tools like training videos (27 created). It is also working on new initiatives and applications, such as gamified apps, and biometric check-ins for training sessions, ensuring active participation and consistent progress tracking. This multifaceted approach to education promotes continuous learning, resilience, and innovation within farming communities. Through these efforts, JFS-RESET not only boosts agricultural productivity but also fosters long-term sustainability, equipping farmers with the skills needed to face both current and future challenges.

JFS-RESET's initiatives extend beyond technical training to encompass financial literacy, agribusiness management, and market access strategies, elevating farmers' economic potential. With the support of extension officers and a robust community engagement model, JFS-RESET provides ongoing **technical and business training**. Innovative tools like radio programs and a dedicated call center—having resolved 4,041 incoming contacts—make farmer support accessible and comprehensive. This dedicated call center, which serves as a continuous platform for timely advice, technical assistance, and training resources, such as instructional videos. Complementing these efforts, the radio program—broadcast in 156 editions—focuses on cotton and extension services, providing farmers with real-time advice and technical support. This integrated approach empowers farmers to adopt sustainable practices, driving long-term growth across Mozambique's rural communities.

8 DECENT WORK AND ECONOMIC GROWTH

3,840
Number training sessions provided to farmers (2023-2024)

38 **Extension**
Officers that provide technical training (2024)

27
Number of training video material in use (2024)

156
Cotton and Extension services Radio Program Editions (2024)

14,269
Mass SMS sent to Farmers (2024)

4,041
Incoming contacts to the call centre, properly resolved (2024)



Uneven Playing Field: How Global Cotton Subsidies Leave Mozambique at a Disadvantage

REGULATED WITHOUT COTTON SUBSIDIES

The 2023 ICAC report on cotton subsidies highlights the **significant disparities in government support for the cotton sector worldwide**. Countries like China, the United States, Brazil, India, and Turkey provide substantial subsidies to their cotton farmers, ensuring price stability and financial security. These subsidies come in various forms, including direct financial support, minimum price guarantees, input subsidies, crop insurance, and transportation assistance. In contrast, in Mozambique, despite the positive experience of the Price Stabilization Mechanism tested, developed internally by the cotton subsector in 2020, there is still no consistent public policy in this regards, This places Mozambican cotton farmers at a severe disadvantage in the global market. Without consistent government assistance on price or support mechanisms, companies and farmers must absorb all production risks, including climate variability, pest infestations, and market fluctuations. Meanwhile, subsidized producers in major cotton-growing nations benefit from cost reductions and price protections, allowing them to remain competitive even in periods of declining global cotton prices, all contributing to global over production and international price depreciation, affecting the countries that do not have capacity to implement similar solutions.

The ICAC data show that in 2022/23 alone, global cotton subsidies reached nearly $8 billion, with China leading at $2.4 billion, followed by the United States ($1.6 billion) and India ($2.97 billion). These countries provide extensive financial cushions to their cotton industries, ensuring their farmers can continue production regardless of market volatility. Mozambique's lack of a consistent protection mechanism forces its farmers to rely solely on market-driven revenues, making them vulnerable to price drops and external shocks.

This structural disadvantage hinders Mozambique's ability to compete internationally, limits investment in sustainable farming practices, and exacerbates rural poverty. Addressing this imbalance requires exploring policy mechanisms to support smallholder cotton farmers, whether through financial safety nets, input support, or market interventions.

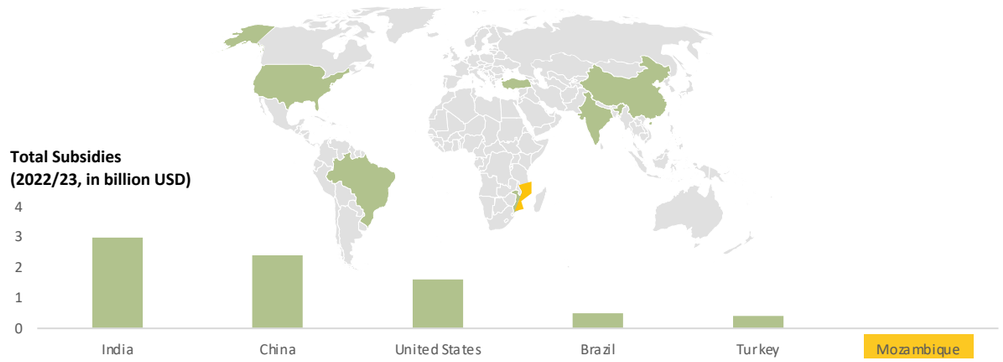


FIGURE 17 | ICAC (2023) GLOBAL COTTON SUBSIDIES

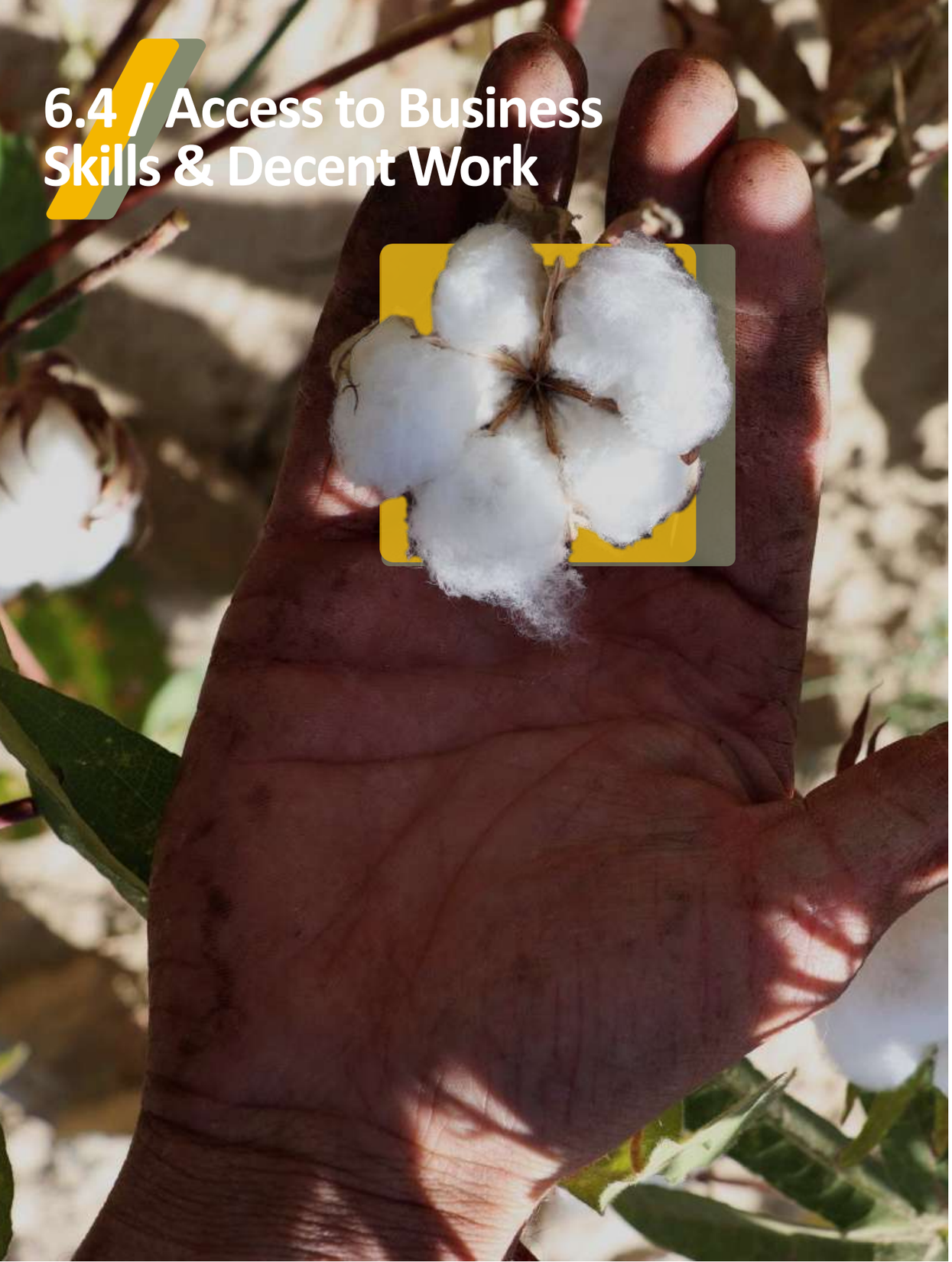




ZERO

Cotton Subsidies (up to 2023)

SOURCE: AAM, JFS (2022), Strengthening Mozambique's Cotton Sector through Price Stabilization Measures
ICAC (2023), Production and Trade Subsidies Affecting the Cotton Industry



6.4 / Access to Business Skills & Decent Work

Pilot Initiatives on Subsidies for Price Stabilization in Mozambique's Cotton Sector

SUBSIDIES THAT ENABLE FINANTIAL AND PRODUCTION BOOST

In 2015, Mozambique's cotton sector conducted an initial study on price stabilization mechanisms, supported by GIZ. The findings influenced the **2019/20 a pilot subsidy intervention**, implemented when international cotton prices dropped by 30% due to COVID-19. To prevent income loss and farmer disengagement, a $2.7 million USD subsidy was granted, benefiting 100,000 farming families. As a result, cotton production surged 55% in 2020/21, and as global prices recovered, subsidies were no longer required. A subsequent study by AAM, UEM, and UNU-WIDER concluded that without the subsidy, production would have declined by 18%, whereas the intervention generated a $17.8 million USD impact, yielding a 7:1 return on investment.

In 2021/22, an unexpected surge in cotton prices—the second-highest in 50 years—led to the creation of a Savings Fund to mitigate future market fluctuations. The **Price Stabilization Mechanism** (MEP) was formally established in June 2022, approved by the Council of Ministers (Decree No. 25/2022), and implemented through a tripartite agreement between IAOM, AAM, and FONPA. The initiative ensured price stability, setting a minimum price of 33 MZM/kg while saving 5.5 MZM/kg per kilogram sold, accumulating 110 million MZM in reserves. This historic move demonstrated Mozambique's commitment to agricultural sustainability despite the absence of large-scale subsidies, unlike many other cotton-producing nations.

In 2022/23, cotton prices fell again, dropping to 26 MZM/kg. Thanks to the MEP's reserve fund, the government maintained the minimum price at 33 MZM/kg, securing additional financial support to protect farmers without exhausting savings. By 2023/24, the market remained stable, albeit slightly declining. After consultations, the sector set the cotton price at 30 MZM/kg, with a 5 MZM/kg subsidy drawn from the MEP's savings fund. This approach reflects the effectiveness of the stabilization mechanism, providing resilience against price volatility while ensuring sustainable farmer support.

Moving forward, Mozambique's cotton sector remains highly vulnerable to market volatility, climate risks, and the absence of stable subsidies. The MEP pilot has proven effective, but its long-term viability depends on sustained government engagement, and formal long-term subsidy policy, financed by the economy it generates. Expanding domestic textile industries and investing in value-added processing and lint and seeds could significantly enhance national revenue and local employment. To ensure long-term competitiveness, Mozambique must adopt policy adjustments that align with global best practices in subsidy implementation.

8 DECENT WORK AND ECONOMIC GROWTH

2.7MM
Mozambican government pilot subsidy (2020-2021)

55%
production increase (2020-2021)

110MM
MZM savings fund (2021-2022)

SOURCE: AAM, JFS (2022) - Strengthening Mozambique's Cotton Sector through Price Stabilization Measures
ICAC (2023) - Production and Trade Subsidies Affecting the Cotton Industry

6.4 / Access to Business Skills & Decent Work



Building a Safer and More Inclusive Future - JFS-RESET's Holistic Approach to Workforce Empowerment in Mozambique

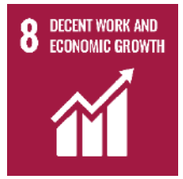
DECENT WORK AND SUSTAINABLE EMPLOYMENT OPPORTUNITIES

JFS-RESET is committed to fostering safe, respectful, and **decent working conditions** that go beyond labour law compliance. By prioritizing the principles promoted by the Standards such as Better Cotton, including far wages, women rights, proper working conditions and safety equipment that cover from the internal workers and to outreach farmers. RESET contributes to a better and safer working environment. Safety protocols and ongoing training further demonstrate JFS-RESET's proactive approach to workplace safety, reducing risks and safeguarding the well-being of the workforce. This creates a culture where safety and respect are integral, highlighting the organization's dedication to its employees' health and security, practices compiled in an Internal Regulation.

JFS-RESET is deeply committed to championing **equal opportunities** for all workers, ensuring that everyone—regardless of gender, background, or other characteristics—has access to fair employment, training, and advancement opportunities. This focus is particularly impactful for marginalized groups, especially women, who often face barriers in the agricultural sector. As refereed on the inclusion chapter, JFS-RESET launched a pilot project in Cuamba prison, generating a work opportunity for 30 prisoners and providing training in agricultural development. This program equips them with valuable professional skills, supporting rehabilitation, reintegration, and social inclusion through sustainable farming practices. This holistic approach positively impacts local farmers by creating **sustainable employment opportunities** in rural Mozambique. With approximately 65 man-days required per hectare of cotton, farmers benefit from the creation of around 5,500 full-time jobs equivalent.

Our team is composed of professionals across various levels of seniority and expertise, from seasoned leaders to dedicated field technicians, all working collaboratively to drive sustainable agricultural development and community empowerment. With an average age of 46 years, our workforce strikes a balance between youthful innovation and experienced wisdom, with 63% holding an Intermediate Professional or Higher Education level.

JFS-RESET is committed to fostering diversity and inclusion, reflected in the 17% representation of women in key roles, marking a 4% increase since 2023. Additionally, the organization thrives on a blend of local talent and expatriate expertise, uniting professionals from multiple nationalities and educational backgrounds. This dynamic and inclusive team embodies JFS-RESET's dedication to building a workplace where diverse knowledge, experience, and perspectives come together to create innovative solutions and generate meaningful impact in the communities we serve.



5,500
Local Farmers full-time jobs equivalent (2023-2024)

46
JFS-RESET years team age average (2024)

63%
JFS-RESET Intermediate Professional and Higher Education Level Workers (2024)

17%
JFS-RESET Women Workers (2024)

SOURCE: RESET JFS (2024) - JFS Internal Regulation: Employment Policies, Rights, and Responsibilities

6.5 / Enhancing Multi-Stakeholder Partnerships, Ethics & Transparency



Strategic partnerships, RESET leverages collective expertise and resources to drive impactful initiatives, fostering sustainable development growth.

MULTI-STAKE HOLDER PARTNERSHIPS

JFS-RESET collaborates with a diverse **Multi-stake Holder Partnerships networks** of partners to drive sustainable community and agricultural development in Mozambique. Among its main strategic partners are:

***Associação Algodoeira de Moçambique* (AAM):** A pivotal player in rural development, AIMO represents the cotton sector and supports over 142,000 producers, facilitating the production of 45,802 tons of cotton and 50,000 tons of diverse crops across 26 districts. It operates five companies, nine cotton factories, and three oil factories, generating around 30,000 direct and indirect jobs.

***Associação Industrial de Moçambique* (AIMO):** AIMO represents industrial companies in Mozambique, advocating for improved business conditions and competitiveness. It offers members avenues for government engagement, market connections, information access, and training services.

Better Cotton Initiative (BCI): BCI is a leading sustainability initiative for cotton, aiming to improve livelihoods and environmental conservation in cotton-growing communities. It collaborates with stakeholders across the cotton value chain to promote sustainable cotton production practices.

Cotton made in Africa (CmiA): CmiA, an initiative of the Aid by Trade Foundation, promotes sustainably produced cotton in Africa to enhance the living conditions of smallholder farmers. It works with partners throughout the textile value chain to ensure the implementation of sustainability standards.

Confederation of Economic Associations of Mozambique (CTA): CTA, established to promote private sector growth and economic development, represents various business associations and chambers of commerce in Mozambique. It engages in dialogue with the government to advocate for economic and regulatory reforms, aiming to create a conducive business environment.

The National Cotton Producers Forum of Mozambique (FONPA): is a member-based, non-profit organization which primary goal is to advocate for the interests the cotton producers, organized into associations and cooperatives, as well as some independent producers.

International Cotton Advisory Committee (ICAC): ICAC is a global association comprising cotton-producing, consuming, and trading countries. It facilitates knowledge sharing, innovation, and partnerships to address international cotton-related issues.

Multi-Stakeholder Platform (MSP): The MSP serves as a collaborative space for stakeholders, including government bodies, NGOs, and private entities, to coordinate efforts for sustainable development in Northern Mozambique. It focuses on promoting inclusive development and integrated development corridors, fostering synergies among various sectors.

8
SDG Multi-stakeholder Partnerships networks (2024)

36
SDG Public, public-private, and civil society Partners (2024)

SOURCE: CE (2021), Quadruple Helix Collaborations in Practice

6.5 / Enhancing Multi-Stakeholder Partnerships, Ethics & Transparency



JFS-RESET emphasizes ethical conduct, transparency, and responsible business practices, ensuring environmental stewardship across its operations and community engagement initiatives.

ETHIC, TRANSPARENCY AND RESPONSABLE BUSINESS CONDUCT

RESET's commitment to **ethics, transparency, and responsible business** conduct is at the core of its operations, ensuring that every initiative adheres to internationally recognized standards (CMIA, Better Cotton, ISO 9001, Made in Mozambique and the recently acquired ISCC and Regenagri) and license (Environmental License). This commitment not only enhances sustainability and quality assurance but also ensures accountability through rigorous monitoring, reporting, and grievance mechanisms. RESET upholds fair labor practices, promoting equity, and fostering trust within communities and among stakeholders.

RESET cultivates an **inclusive and productive work environment**, from headquarters to field operations, creating an ecosystem where employees, farmers, and partners can thrive. It maintains a comprehensive an Employment Policies, Rights, and Responsibilities and a Code of Conduct Principles for employees, partners, and suppliers, setting clear ethical expectations across the supply chain. This inclusive approach ensures that all individuals, regardless of background, have the opportunity to succeed and participate fully in JFS-RESET's activities. We implement adaptable working policies to cultivate a workplace in the headquarters, factories as in the foment model in the field with local farmers, that is not only inclusive but also conducive to productivity and all chain of value stakeholder satisfaction. This ensures that all persons engaged, irrespective of their background, can engage fully and thrive within the JFS-RESET activity. To push equity further, JFS-RESET leverages data-driven insights, collecting and analysing data intensively, and engaging with communities to tailor our policies specifically to the needs of women and underrepresented groups in agriculture.

Engaging in continuous dialogue with stakeholders through meetings, forums, and feedback mechanisms ensures **transparency and accountability**. RESET integrates these values at every level of its operations, building a business model that prioritizes both individual well-being and environmental sustainability. Through its approach, RESET creates a framework that drives long-term success while promoting ethical and sustainable development for all involved.

To further promote equity, RESET employs data-driven insights and community engagement (2019, 2023 and 2024), tailoring policies to address the specific needs of women and underrepresented groups in agriculture. The organization extends its **responsible business conduct** beyond internal operations, holding all partners and collaborators to the same high ethical and transparency standards. RESET regularly conducts audits and assessments to ensure compliance, while transparent pricing and procurement practices guarantee fairness in business transactions.

17 PARTNERSHIPS FOR THE GOALS

1
RESET People, Workplace & Culture Regulation Manual (2024)

1
RESET Ethical Conduct and Transparency Framework (2024)

3
Data-driven reports with insights and community engagement (2024)

SOURCE: Better Cotton (2023) – Better Cotton Principles & Criteria
AgDevCo,Fuller, R. (2019), Analysis of Baseline Survey Data
Green Light Development. (2023), Farmer Survey Report: Assessing the Impact of Solar Energy on Rural Farming
KAPAZ, IAAM (2024) - JFS-RESET Cuamba Protocol - Adoption Study
CMIA (2020) - Sustainable Cotton Production and Certification
RESET JFS (2024) - JFS Internal Regulation: Employment Policies, Rights, and Responsibilities
RESET JFS (2023) - JFS RESET - Code of Conduct Principles



6.6 / Mitigating All forms of Violence

JFS-RESET's commitment to fostering access to technical training, business skills and ensuring decent work is integral to their sustainable development strategy.

AGRICULTURAL RESILIENCE AND PEACEBUILDING IN CONFLICT ZONES

Since late 2022, JFS-RESET has been at the forefront of efforts to stabilize and improve **agricultural resilience** in the devastated by conflict and displacement in Cabo Delgado, Mozambique region. Responding to a request from the IAOM, and in cooperation with FONPA and stakeholders, JFS-RESET, in October 2022, assumed responsibility for the seed-cotton purchases of the 2021/22 season, before the collapse of the company responsible for that area, which was not able to finalize the season. In this operation, and considering the international market downturn in comparison to the moment when the minimum price was set, JFS-RESET ended up contributing with its business margin to ensure that the minimum price approved by the Council of Ministers was met. A total of 6.8 million meticais (~107k USD) was added by JFS-RESET to ensure the farmers a price of 33 MZM/kg, stabilizing both the region and the sector. In total, about 1,700 tons of seed cotton were successfully sold by farmers, worth around 56 million meticais (~885k USD).

Following this intervention, and at the request of IAOM, JFS-RESET continued operations in 2022/23 and 2023/24 seasons, in an effort to keep minimum activities in the area, while the Government was conducting the process of appointing a new concessionaire. Through proactive risk-taking and effective supply chain management, JFS-RESET strengthened local farming communities, ensuring the continuity of agricultural production amidst severe instability. Under the development contract signed on December 2022, JFS-RESET procured, at its own risk, inputs and resources worth around 15 million meticais (~240k USD), which were distributed to 2,451 farmers in 2022/23 and 3,402 farmers in 2023/24. The farmers that were able to finalize the crop seasons and sell cotton were under the initial registered farmers, due to several reasons, such as loss of farming areas, social instability, etc. Production in 2022/23 season reached 350 tons of seed-cotton, corresponding to a value of 11.5 million meticais (~181k USD), and in n 2023/24 production increased to 653 ton of seed-cotton, corresponding to a value of 19.6 million meticais (~310k USD), reflecting the continued success of the initiative. These actions have been crucial in promoting peace, food security, and economic recovery in conflict-affected areas, aligning with the broader goals of SDG 16: peace, justice, and strong institutions.





6,269

Number of persons accessing essential resources in conflict-affected areas (2023/24)



240k

USD of inputs provided by JFS-RESET in the cotton seasons in conflict-affected areas (2022-2024)



1.376M

USD – cumulative value of the seed-cotton sold by farmers to JFS-RESET in conflict-affected areas (2022-2024)

EMPOWEERING VULNERABLE COMMUNITIES THROUGH AGRICULTURE

The ongoing conflict and displacement in Mozambique, particularly in Cabo Delgado, have severely impacted vulnerable communities, deepening poverty and instability in the region. The first insurgency occurred in October 2017, affecting districts such as Palma and Mocímboa da Praia. This was followed by devastating natural disasters, including Cyclone Kenneth in April 2019 and Cyclone Idai in March 2019, which compounded the region's challenges. The situation further deteriorated with the onset of the COVID-19 pandemic in early 2020, adding a public health crisis to the existing governance and socio-economic issues. **Women and children are particularly vulnerable, facing exploitation and violence**. High rates of malnutrition, malaria, and inadequate mental health services further complicate the situation. Regional interventions, such as SADC's mission, focus on combating terrorism, stabilizing the area, and promoting peacebuilding efforts, aligning with SDG 16 goals of peace and justice.

In 2023/24, JFS-RESET was invited by one of the main national strategic projects in the region to provide crucial agricultural support to 10 communities, over 2.867 farmers in northern Cabo Delgado - Palma and Mocímboa da Praia, an area heavily affected by conflict and displacement. By supplying emergency aid, seeds, and tools for food production, the project helped rebuild local food systems, providing immediate relief to communities in precarious situations. This project also explored potential models for oilseed value chains and biofuel production, supporting sustainable growth in the region.

The above initiative added to the efforts already referred for the cotton areas, where, in 2023/24, JFS-RESET supported 3,402 farmers in the cotton production, in districts of Cabo Delgado, such as Montepuez, Balama, Namuno, Chiure, and Ancuabe.

By providing essential tools, resources, and training, RESET empowered farmers to rebuild and maintain local production, ensuring long-term sustainability and resilience in these conflict-affected areas. Through this holistic support, including youth employment, RESET promotes peacebuilding, economic recovery, and social cohesion in conflict-affected areas.

SOURCE: UN (2022), Humanitarian Response Plan for Mozambique
Mozambique LNG. (2023), Humanitarian and Socio-Economic Impact
Oliveira, João Pedro Puga (2020), *Conflito Armado em Cabo Delgado*

7 / Annexes

In this chapter

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DOCUMENT TITLE	BIBLIOGRAPHIC REFERENCE	BRIEF EXPLANATION	SDGS	SDG TARGETS
From Poverty to Empowerment: Raising the Bar for Sustainable and Inclusive Growth (2023)	McKinsey Global Institute. (2023). From Poverty to Empowerment: Raising the Bar for Sustainable and Inclusive Growth. McKinsey & Company.	This report explores how economic growth, inclusion, and sustainability are interconnected. It proposes the concept of an "empowerment line" that ensures individuals have the means to meet their essential needs and avoid falling back into poverty, while also considering the challenges of achieving net-zero emissions and the potential impact of these dual goals.	SDG 1, SDG 8, SDG 13	1.1, 8.5, 13.2
Multidimensional Poverty Index 2023 - Global Report	UNDP & OPHI. (2023). Global Multidimensional Poverty Index 2023: Unstacking Global Poverty. United Nations Development Programme & Oxford Poverty & Human Development Initiative.	This report presents an update on the state of global multidimensional poverty, using data from 110 developing countries. It highlights key global poverty trends, identifies regions with the highest levels of multidimensional poverty, and provides policy recommendations for reducing deprivations in health, education, and living standards.	SDG 1, SDG 2, SDG 3, SDG 4, SDG 6, SDG 7	1.2, 2.1, 3.8, 4.1, 6.1, 7.1
CmiA Survey Results: JFS-RESET (2022)	Aid by Trade Foundation. (2022). CmiA Survey Results: JFS-RESET. Aid by Trade Foundation.	Survey results evaluating the living conditions, demographics, and challenges of smallholder cotton farmers in Mozambique.	SDG 1, SDG 2	1.2, 2.3
Multidimensional Poverty Index Report - Mozambique (2023)	UNDP & OPHI. (2023). Multidimensional Poverty Index Report - Mozambique.	This report highlights multidimensional poverty trends in Mozambique, emphasizing health, education, and living standards as key dimensions of poverty.	SDG 1, SDG 3	1.2, 3.8
MPI Statistical Data (2023)	UNDP & OPHI. (2023). Multidimensional Poverty Index: Statistical Data Tables.	This statistical annex complements the Global MPI 2023 report, providing granular data on multidimensional poverty indicators for over 100 countries.	SDG 1, SDG 4	1.2, 4.1
Global Multidimensional Poverty Index (2023)	UNDP & OPHI. (2023). Global Multidimensional Poverty Index 2023: Unstacking Global Poverty. United Nations Development Programme & Oxford Poverty and Human Development Initiative.	The report provides a detailed analysis of global poverty across health, education, and living standards. It identifies regions with high poverty intensity and calls for more targeted action towards achieving SDG 1.	SDG 1, SDG 4, SDG 6	1.2, 4.1, 6.1
The Multidimensional Poverty Assessment Tool - MPAT (2022)	International Fund for Agricultural Development (2008). The Multidimensional Poverty Assessment Tool. IFAD.	MPAT is a survey-based tool designed to assess and address rural poverty at the local level by measuring 10 interconnected dimensions of livelihoods and well-being. It supports project design, monitoring, and policy prioritization.	SDG 1, SDG 4, SDG 10	1.2, 4.5, 10.2
Mozambique's Cotton Sector through Price Stabilization Measures. (2022)	AAM, JFS (2022) Strengthening Mozambique's Cotton Sector through Price Stabilization Measures	Cotton price subsidy pilot served as a pivotal intervention in stabilizing Mozambique's cotton industry, preventing farmer displacement, and promoting economic growth.	SDG 1, SDG 2, SDG 8	1.1, 2.1, 8.5
National Development Strategy 2023-2042 (2022)	Government of Mozambique. (2022). Estratégia Nacional de Desenvolvimento 2023-2042. Maputo, Mozambique.	Mozambique's long-term strategy for economic growth, infrastructure, social inclusion, and sustainability.	SDG 1, SDG 8	1.2, 8.1
Os Produtores de Algodão no Noroeste de Moçambique (2008)	Vidal, M. M. (2008). Os Produtores de Algodão no Noroeste de Moçambique. Dissertação de Mestrado, Universidade Técnica de Lisboa, Portugal.	This thesis explores the socio-economic conditions and agricultural practices of cotton farmers in Northern Mozambique. It analyzes the challenges faced, such as low yields and insufficient pest control.	SDG 1, SDG 2, SDG 8	1.4, 2.3, 8.1
BC India Impact Report (2023)	[Report Name Not Available]	Assessment of BC India's social and environmental initiatives in rural development and sustainability.	SDG 1, SDG 7, SDG 8	1.4, 7.1, 8.1
Letshego Financial Inclusion Report (2020)	Letshego. (2020). Relatório de Avaliação Final do Piloto: Inclusão Financeira de Pequenos Produtores de Algodão. Letshego Mozambique.	Evaluation of Letshego's financial inclusion pilot for smallholder cotton farmers, improving access to savings and payment services.	SDG 1, SDG 9	1.4, 9.3
Challenges and Opportunities in Municipal Solid Waste Management in Mozambique: A Review in the Light of Nexus Thinking (2017)	Sallwey, J., Hettiarachchi, H., & Hülsmann, S. (2017). Challenges and opportunities in municipal solid waste management in Mozambique: a review in the light of nexus thinking. Journal of Material Cycles and Waste Management, 4, 621-639.	This review examines the challenges and opportunities in managing municipal solid waste in Mozambique. It explores how waste management intersects with other key sectors such as water, energy, and food security, using a nexus approach to propose sustainable solutions.	SDG 11, SDG 12, SDG 6	11.6, 12.5, 6.3
Cotton Made in Africa Standard: Theory of Change (2020)	Aid by Trade Foundation. (2020). CmiA Theory of Change. Aid by Trade Foundation.	Outlines the activities, expected outcomes, and long-term impacts of Cotton Made in Africa's sustainability program.	SDG 12, SDG 8	12.1, 8.2
Cotton Made in Africa Standard: Principles & Criteria V2.1 (2023)	Aid by Trade Foundation. (2023). Cotton Made in Africa Standard: Principles & Criteria Version 2.1. Aid by Trade Foundation.	This document outlines updated principles and criteria for sustainable cotton production under the CmiA initiative, focusing on environmental, social, and economic sustainability in cotton farming.	SDG 12, SDG 8	12.1, 8.2
Regenagri Standard Criteria V3.3 (2024)	Regenagri C.i.C. (2024). Regenagri Standard Criteria V3.3. Regenagri C.i.C.	This document provides the updated standard criteria for certification under Regenagri's regenerative agriculture program. It includes guidelines on regenerative crop production, soil management, biodiversity conservation, and carbon sequestration to promote	SDG 12, SDG 13, SDG 15	12.2, 13.2, 15.3

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DOCUMENT TITLE	BIBLIOGRAPHIC REFERENCE	BRIEF EXPLANATION	SDGS	SDG TARGETS
IDH Mozambique Cotton Report 2020-2021 (2021)	IDH. (2021). Mozambique Cotton Report 2020-2021. IDH.	Report on IDH's Mozambique Cotton Program focusing on sustainable practices and market access for cotton farmers.	SDG 12, SDG 8	12.2, 8.3
Cotton Made in Africa Annual Report (2023)	Aid by Trade Foundation. (2023). Cotton Made in Africa Annual Report 2023. Aid by Trade Foundation.	This annual report highlights the efforts and impacts of Cotton Made in Africa (CmiA) in supporting sustainable cotton production. It outlines the progress made in improving the livelihoods of smallholder farmers, enhancing environmental sustainability, and building transparent supply chains.	SDG 12, SDG 8, SDG 13	12.2, 8.4, 13.1
Better Cotton Principles & Criteria (2023)	Better Cotton Initiative. (2023). Principles and Criteria. Better Cotton Initiative.	Principles and guidelines for sustainable cotton farming, focusing on environmental stewardship and decent work.	SDG 12, SDG 8	12.2, 8.7
Better Cotton Licence Certificate (2021)	Better Cotton Initiative. (2021). Licence Certificate for Metarica PU (MZNS11).	This document certifies Metarica PU's compliance with Better Cotton Principles, granting a licence to sell Better Cotton from 2021 to 2024.	SDG 12	12.6
CmiA Verification Certificate (2025)	Aid by Trade Foundation. (2025). CmiA Verification Certificate. Hamburg, Germany.	This certificate confirms that Sociedade Algodoeira do Niassa complies with Cotton Made in Africa (CmiA) standards at the farm and ginnery levels, promoting sustainable cotton production.	SDG 12, SDG 15	12.6, 15.2
Enhancing Traceability and Transparency for Sustainable Value Chains (2024)	UNECE. (2024). Enhancing Traceability and Transparency for Sustainable Value Chains. UNECE.	Strategies for improving supply chain transparency in sustainable value chains, focusing on leveraging technology for compliance.	SDG 12, SDG 8	12.6, 8.4
Aggregated Verification & Implementation Report 2022 (2023)	Aid by Trade Foundation. (2023). Aggregated Verification & Implementation Report 2022. Aid by Trade Foundation.	Verification results from cotton companies in Sub-Saharan Africa on compliance with Cotton Made in Africa standards.	SDG 12, SDG 8	12.6, 8.8
ICAC: Empowering Sustainability of OACPS Cotton Producers (2024)	Trachtenberg, E., & Kranthi, K. (2024). Empowering the Sustainability of OACPS Cotton Producers: An ICAC Perspective. International Cotton Advisory Committee (ICAC).	This report explores how ICAC supports sustainable cotton production in the Organisation of African, Caribbean, and Pacific States (OACPS), focusing on climate resilience, market access, and sustainability.	SDG 13, SDG 12	13.1, 12.2
Using Fair-Trade Pricing to Incentivize REDD+ Actions (2015)	Mercier, C. (2015). Using Fair-Trade Pricing to Incentivize REDD+ Actions: Cashew Nuts in Zambézia, Mozambique. International Workshop on Jurisdictional Landscape Programs.	This presentation discusses the integration of fair-trade pricing into REDD+ efforts to incentivize sustainable agriculture and reduce deforestation, focusing on cashew production in Mozambique.	SDG 13, SDG 15	13.2, 15.2
Notes on Carbon Regulation (2024)	João Ferreira dos Santos Group. (2024). Notes on Carbon Regulation.	This document provides insights and recommendations regarding carbon markets in Mozambique, focusing on agroforestry projects involving smallholder farmers. It addresses legal frameworks, carbon ownership rights, and the importance of a robust institutional system for project monitoring and evaluation.	SDG 13, SDG 15	13.3, 15.2
6th Progress Report - CAR-iSMa Project (2024)	Aid by Trade Foundation (2024). 6th Progress Report - CAR-iSMa: Climate Adaptation and Resilience. Aid by Trade Foundation.	This report details the progress of the CAR-iSMa project, focusing on sustainable soil management and climate resilience in Mozambique, Zambia, and Côte d'Ivoire. It highlights pilot practices such as biochar production and adaptive training for farmers in cotton-growing regions.	SDG 13, SDG 15	13.3, 15.3
Winning in Green Markets: Scaling Products for a Net Zero World (2023)	World Economic Forum. (2023). Winning in Green Markets: Scaling Products for a Net Zero World. World Economic Forum and Boston Consulting Group.	Exploration of strategies to scale sustainable products and technologies for net-zero emissions.	SDG 13, SDG 7	13.3, 7.2
Diploma Ministerial No. 26/2024: Integrated Forest Management Plan for Niassa Province (2024)	Ministério da Terra e Ambiente. (2024). Diploma Ministerial No. 26/2024: Provincial Integrated Forest Management Plan for Niassa Province. Boletim da República, 84(1), 1-20.	Provincial plan for sustainable forest management in Niassa, including conservation, community involvement, and combating deforestation.	SDG 15, SDG 13	15.1, 13.2
Interactive Country Fiches: Forest Resources in Mozambique (2024)	UNEP GRID-Arendal. (2024). Forest Resources in Mozambique: Interactive Country Fiches.	This report explores the importance of Mozambique's forests for socio-economic development, biodiversity conservation, and carbon sequestration. It highlights deforestation trends and their impact on climate change and rural livelihoods.	SDG 15, SDG 13	15.1, 13.2
Restoring Healthy and Resilient Landscapes in Mozambique (2016)	World Bank. (2016). Restoring Healthy and Resilient Landscapes in Mozambique.	The report highlights Mozambique's efforts in restoring degraded lands through community-led interventions combining reforestation, agriculture, and climate-resilient practices.	SDG 15, SDG 13	15.1, 13.3

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DOCUMENT TITLE	BIBLIOGRAPHIC REFERENCE	BRIEF EXPLANATION	SDGS	SDG TARGETS
Results-Based Climate Finance Boosts Sustainable Forest Conservation in Mozambique (2021)	World Bank. (2021). Results-Based Climate Finance Boosts Sustainable Forest Conservation in Mozambique.	This report highlights the impact of results-based climate finance mechanisms, such as the Carbon Fund, in promoting sustainable forest management and conservation while providing economic benefits to local communities.	SDG 15, SDG 13, SDG 1	15.1, 13.3, 1.5
Mozambique Country Forest Note (2021)	World Bank. (2021). Mozambique Country Forest Note.	This document provides an overview of Mozambique's forest sector, detailing its contributions to livelihoods, biodiversity, and climate resilience while addressing deforestation challenges and policy reforms.	SDG 15, SDG 13	15.2, 13.2
Restoring Healthy and Resilient Landscapes in Mozambique (2016)	World Bank. (2016). Restoring Healthy and Resilient Landscapes in Mozambique.	The document discusses a pilot program using the Restoration Opportunities Assessment Methodology (ROAM) to rehabilitate degraded lands and ecosystems in Mozambique. It includes community engagement and sustainable agricultural practices.	SDG 15, SDG 13	15.3, 13.2
Environmental Stressors of Mozambique Soil Quality (2024)	Pereira, M.J.S.L., & Esteves da Silva, J. (2024). Environmental Stressors of Mozambique Soil Quality. Environments, 11(125). https://doi.org/10.3390/environments11060125	This review identifies and analyzes the main stressors affecting soil quality in Mozambique, including deforestation, mining, and agricultural practices. It emphasizes the need for sustainable soil management to ensure food security and ecosystem health.	SDG 15, SDG 2	15.3, 2.4
OMR Cabo Delgado: Return of the Populations (2023)	Feijó, J. (2023). OMR Cabo Delgado: Return of the Populations. OMR Mozambique.	This report analyzes the post-conflict return of displaced populations in Cabo Delgado, Mozambique, examining resettlement challenges and economic activities resuming in the region.	SDG 16, SDG 1	16.1, 1.5
The Cradle of the Makonde Nation of Mozambique Torn between Wars of Wealth (2023)	Mkuti, S. (2023). The Cradle of the Makonde Nation of Mozambique Torn between Wars of Wealth. The African Review.	This paper explores the socio-political history of the Makonde Nation in Mozambique, from its fight for liberation to its current struggles with terrorism and resource conflicts in the Cabo Delgado region. The study highlights how unresolved internal conflicts and poor management of natural resources contribute to violent extremism in the region, while also discussing potential paths to peace and stability through collective strategies.	SDG 16, SDG 8, SDG 1	16.1, 8.5, 1.4
BTI Country Report: Mozambique (2024)	Bertelsmann Stiftung. (2024). BTI 2024 Country Report: Mozambique. Gütersloh: Bertelsmann Stiftung.	This report evaluates Mozambique's political and economic transformation and governance, highlighting systemic challenges such as corruption and economic inequality.	SDG 16, SDG 8	16.5, 8.2
Toolkit for Public Sector Innovators (2021)	UNDP Namibia Accelerator Lab. (2021). Toolkit for Public Sector Innovators. UNDP Namibia.	This toolkit provides strategies and tools to foster innovation in public sector service delivery, emphasizing collective intelligence, solutions mapping, and sensemaking in the Namibian context.	SDG 16, SDG 9	16.6, 9.1
UN Mozambique Humanitarian Response Plan (2022)	United Nations. (2022). Mozambique Humanitarian Response Plan 2022. United Nations OCHA.	Plan for addressing Mozambique’s humanitarian needs, focusing on food security, health, and disaster preparedness.	SDG 2, SDG 3	2.1, 3.8
Agriculture and Food Security in Mozambique (2018)	Ferrão, J., Bell, V., Cardoso, L. A., & Fernandes, T. (2018). Agriculture and Food Security in Mozambique. Journal of Food, Nutrition and Agriculture, 1(1), 7-11.	This article reviews the role of agriculture in reducing poverty and improving food security in Mozambique, highlighting challenges and policy recommendations for boosting productivity.	SDG 2, SDG 1	2.3, 1.4
IFPRI African Commitments for Agricultural Development (2020)	IFPRI. (2020). African Commitments for Agricultural Development: Progress in Mozambique. IFPRI.	Evaluation of Mozambique’s agricultural progress under the CAADP, emphasizing food security and agricultural investments.	SDG 2, SDG 1	2.3, 1.5
AgDevCo Analysis of Baseline Survey Data (2019)	Fuller, R. (2019). Analysis of Baseline Survey Data: JFS-RESET Farmer Training Videos. AgDevCo.	Descriptive analysis of baseline data from cotton farmers in Mozambique, evaluating awareness and adoption of good agricultural practices.	SDG 2, SDG 12	2.3, 12.3
Strengthening Mozambican Capacity for Agricultural Productivity (2009)	Michigan State University & USAID. (2009). Strengthening Mozambican Capacity for Agricultural Productivity Growth, Policy Analysis, and Poverty Reduction.	This report highlights USAID's initiatives to improve agricultural productivity and market integration, focusing on smallholder farmers' capacity building.	SDG 2, SDG 8	2.3, 8.2
Strengthening Mozambican Capacity for Agricultural Productivity and Policy Analysis (2023)	Michigan State University & USAID. (2023). Strengthening Mozambican Capacity for Agricultural Productivity Growth, Policy Analysis, and Poverty Reduction. Michigan State University & USAID.	This report highlights USAID's efforts in Mozambique to enhance agricultural productivity in concession areas. It includes initiatives such as improved seed distribution, value chain training, and market integration strategies to improve the income and food security of smallholder farmers.	SDG 2, SDG 8, SDG 1	2.3, 8.2, 1.4
Regenagri Theory of Change (2024)	Regenagri C.i.C. (2024). Regenagri Theory of Change 2024. Regenagri C.i.C.	This document outlines the Theory of Change for Regenagri’s regenerative agriculture program. It connects interventions such as stakeholder engagement, knowledge-sharing, and sustainable practices to desired outcomes, including improved soil health, biodiversity, and climate resilience.	SDG 2, SDG 12, SDG 13	2.4, 12.1, 13.1

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DOCUMENT TITLE	BIBLIOGRAPHIC REFERENCE	BRIEF EXPLANATION	SDGS	SDG TARGETS
Mozambique Climate Resilience Program Annual Report 2020-2021 (2021)	IDH. (2021). Mozambique Climate Resilience Program Annual Report 2020-2021. IDH.	This report summarizes the outcomes and lessons learned from the Mozambique Climate Resilience Program (MCRP). The program focused on improving access to water, supporting alternative livelihoods, enhancing food security, and increasing climate resilience among smallholder farmers in Mozambique.	SDG 2, SDG 6, SDG 13	2.4, 6.4, 13.1
UNICEF SAN Report - Juntos com Vida (2011)	UNICEF. (2011). SAN - Juntos com Vida. UNICEF Mozambique.	Evaluation of health and social challenges in rural cotton-producing communities in Mozambique.	SDG 3, SDG 5	3.8, 5.5
Education Statistics Annual Report (2023)	Ministry of Education, Mozambique. (2023). Education Statistics Annual Report 2023.	The report presents data on student enrollment, teacher training, and educational access in Mozambique, with a focus on disparities in rural and urban areas.	SDG 4, SDG 10	4.1, 10.2
Cotton for a Better Future - Final Report (2024)	Aid by Trade Foundation. (2024). Cotton for a Better Future - Final Report. Aid by Trade Foundation.	This report outlines the progress of the "Cotton for a Better Future" project, focused on improving community infrastructure, education, and livelihoods in cotton-growing regions of Mozambique. Key achievements include the construction of a school, a borehole for water access, and a community garden, with the goal of enhancing education outcomes, water access, and nutrition.	SDG 4, SDG 6, SDG 2	4.1, 6.1, 2.4
Energia Educa Progress Report (2023)	Sociedade Algodoeira do Niassa – JFS (2023). Energia Educa Progress Report. Cotton made in Africa (CmiA) Programme.	The report describes the Energia Educa project, which improves education in rural Mozambique by installing solar stations in schools to increase study hours and improve student outcomes.	SDG 4, SDG 7	4.1, 7.1
UN Women Data Hub: Mozambique Country Fact Sheet (2024)	UN Women. (2024). Mozambique Country Fact Sheet. UN Women Data Hub.	The fact sheet provides data on gender equality in Mozambique, highlighting progress in political representation and challenges in addressing gender-based violence and economic disparity.	SDG 5, SDG 10	5.1, 10.3
Interview Guide for Extension Agents (2023)	Syspons GmbH. (2023). Interview Guide for Extension Agents: Women Empowerment in Cotton Farming.	This guide facilitates qualitative data collection on women empowerment among female cotton farmers in Mozambique, aiming to provide recommendations for improving gender equality.	SDG 5, SDG 8	5.5, 8.5
Mozambique Gender Assessment: Leveraging Women and Girls' Potential (2023)	World Bank. (2023). Mozambique Gender Assessment. World Bank.	This report focuses on addressing gender disparities in Mozambique through strategies to improve education, economic opportunities, and resilience to climate shocks for women and girls.	SDG 5, SDG 8	5.5, 8.5
Water Committees in the Implementation of Decentralization Measures in the Water Sector in Gaza Province, Mozambique: Ownership and Resistance (2023)	Nhaurire, A., Wells-Brown, T., & Capurchande, R. (2023). Water Committees in the Implementation of Decentralization Measures in the Water Sector in Gaza Province, Mozambique: Ownership and Resistance. AQUA — Water Infrastructure, Ecosystems and Society. https://doi.org/10.2166/aqua.2023.059	This article examines the role of water committees in the decentralization of water management in Gaza Province, Mozambique. It explores issues of local ownership, governance challenges, and community resistance to the implementation of water sector reforms.	SDG 6, SDG 16	6.1, 16.7
Cotton for Safe Water - Project Proposal (2024)	Sociedade Algodoeira do Niassa – João Ferreira dos Santos, SA. (2024). Cotton for Safe Water - Project Proposal. CmiA Community Cooperation Programme.	This project proposal outlines an initiative to improve equitable access to safe water for cotton-growing communities in Mozambique. It includes the development of boreholes, water management committees, and training programs aimed at women and youth to ensure sustainable water system management and create new employment opportunities.	SDG 6, SDG 5, SDG 8	6.1, 5.5, 8.5
Green Light Farmer Survey Report (2023)	Green Light Development. (2023). Farmer Survey Report: Assessing the Impact of Solar Energy on Rural Farming. Green Light Development.	Insights into the benefits of solar energy adoption in rural farming communities for productivity and sustainability.	SDG 7, SDG 12	7.1, 12.3
Mini-Grid Hydropower for Rural Electrification in Mozambique: Meeting Local Needs with Supply in a Nexus Approach (2019)	Uamusse, M., Tussupova, K., Persson, K., & Berndtsson, R. (2019). Mini-Grid Hydropower for Rural Electrification in Mozambique: Meeting Local Needs with Supply in a Nexus Approach. Water, 11(2), 305. https://doi.org/10.3390/W11020305	This article explores the potential of mini-grid hydropower systems for rural electrification in Mozambique, emphasizing the integration of water, energy, and agricultural needs in a nexus approach. It provides a framework for sustainable energy solutions that meet local needs while supporting rural development.	SDG 7, SDG 6, SDG 13	7.1, 6.4, 13.1
GET Invest Pre-Feasibility Report for Solar Application at JFS (2023)	Matos, M., & Hay, K. (2023). Pre-Feasibility Assessment on Rooftop Solar Application at Grupo JFS. GET.invest.	Pre-feasibility report on the potential for solar photovoltaic systems at Grupo JFS's processing facilities in Niassa, Mozambique.	SDG 7, SDG 13	7.2, 13.1

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DOCUMENT TITLE	BIBLIOGRAPHIC REFERENCE	BRIEF EXPLANATION	SDGS	SDG TARGETS
Mozambique LNG Report (2023)	Rufin, J.C., & Glowacki, I. (2023). Report on the Socioeconomic, Humanitarian and Human Rights Situation in the Palma-Afungi-Mocímboa Area.	This report discusses the socioeconomic and security challenges in Cabo Delgado due to armed conflict and highlights the humanitarian impact and potential benefits of LNG development for local communities.	SDG 8, SDG 16	8.2, 16.1
Internal Regulations for SAN Employees (2023)	Sociedade Algodoeira do Niassa. (2023). Internal Regulations for SAN Employees. Cuamba, Mozambique.	This document outlines the organizational structure, employment policies, and operational procedures for SAN employees. It highlights labor rights, performance evaluations, and benefits for workers.	SDG 8, SDG 10	8.5, 10.2
Production and Trade Subsidies Affecting The Cotton Industry (2023)	2023, ICAC Production and Trade Subsidies Affecting The Cotton Industry	The ICAC report reveals a stark disparity in global cotton subsidies, with major producers like China, the U.S., and Brazil receiving substantial government support, while Mozambique, with a regulated cotton price and no subsidies, faces severe market disadvantages, exposing its farmers to full production risks.	SDG 8, SDG 10	8.5, 8.2; 10.1, 10.3
Mozambique LNG Project (2023)	Mozambique LNG. (2023). Mozambique LNG Project - Humanitarian and Socio-Economic Impact. Mozambique LNG.	This report details the socio-economic and humanitarian impact of the Mozambique LNG project, particularly in the Cabo Delgado region. It covers key initiatives in resettlement, employment, community development, and sustainability efforts, including agricultural programs, cold-chain solutions for fishing, and infrastructure development.	SDG 8, SDG 9, SDG 13	8.5, 9.1, 13.1
Análise de impacto do subsídio ao preço do algodão-caroço praticado em 2019/20 (2022)	2022, AAM, Análise de impacto do subsídio ao preço do algodão-caroço praticado em 2019/20	In 2019-2020, the Mozambican government piloted a 6 MZM/kg subsidy, totalling $2.7 million USD, to support cotton farmers. This initiative successfully boosted production by 55% in the following season (2020-2021), generating an economic impact of $17.8 million USD. The subsidy provided financial relief to farmers, helping them navigate price fluctuations and improve productivity. However, as it was neither formalized nor sustained in subsequent years, farmers were once again left exposed to market instability	SDG 8, SDG 9	8.5, 9.1
Exploring Linkages and Opportunities in the Agro-Processing Sector Across Five SADC Countries (2018)	SAIIA. (2018). Exploring Linkages and Opportunities in the Agro-Processing Sector Across Five SADC Countries. SAIIA.	Analysis of agro-processing opportunities in five SADC countries, identifying policy challenges and development strategies.	SDG 9, SDG 2	9.3, 2.3
Quadruple Helix Collaborations in Practice (2020)	Popa, E., Alfonsi, A., Blok, V., & Braun, R. (2021). Quadruple Helix Collaborations in Practice: Stakeholder Interaction, Responsibility, and Governance. Wageningen University, Horizon 2020.	This report examines the dynamics of quadruple helix collaborations, focusing on partnerships between academia, industry, government, and civil society to drive innovation and responsible research.	SDG 9, SDG 17	9.5, 17.17