Assessing progress made towards shared agricultural transformation objectives in Mozambique

A draft analytical report for the agricultural Joint Sector Review process

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Workshop on
Transformation of Agri-food Systems and Commercialization of Smallholder Agriculture in Mozambique: Evidence, Challenges and Implications

Maputo
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Agricultural investment plan as part of the CAADP country process

CAADP – Comprehensive Africa Agriculture Development Programme

- Having established its agricultural development objectives
  - Plano Estratégico de Desenvolvimento do Sector Agrário (PEDSA) for Mozambique
- A country will formulate and implement a national agricultural investment plan
  - Programa Nacional de Investimento do Sector Agrário (PNISA)
- Stakeholders signing the CAADP compact commit to support the plan’s implementation
Agriculture joint sector review (JSR)

- In design of CAAPD at country level, regular JSR exercises are instruments through which stakeholder commitments are jointly reinforced

- For Mozambique, objective assessment of PNISA implementation towards achieving goals in PEDSA

- IFPRI asked to assist several countries to develop analytical reports for initial JSR
  - Here provide an overview of the draft JSR analytical report for Mozambique
  - Mozambique JSR team to use this draft as a starting point and template for developing their own report
Mozambique JSR analytical report structure

- 3 principal components
  1. Analysis of structure, conduct and performance (SCP) of agriculture sector against mutually-agreed milestones and targets within the context of PNISA
    - In the report, split this component into three separate sections
  2. Identifying the strengths, weaknesses, opportunities, and threats (SWOT) in PNISA implementation
  3. Provide recommendations for improving performance
- Here present findings on ‘Performance’, SWOT, and recommendations
  - Detailed ‘Structure’ and ‘Conduct’ sections in report
Mozambique
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Almost too early to assess implementation of PNISA

- Launched in April 2013 with an ambitious design
- Five components; 21 programs; 61 sub-programs in total
- Indicative budget of Mt 112 billion, funding gap of 78 percent

Nonetheless, two critiques to consider:

1. Develop a coordination system for PNISA implementation
   - As the many specific program and sub-programs action plans emerge, if not well coordinated, will impede systemic progress

2. No “mutually-agreed milestones and targets” have been established to assess progress
   - Critical to defining responsibilities among stakeholders, establishing a basis for mutual accountability
Strengths, weaknesses, opportunities, and threats - SWOT

- **S** (Strengthening) - Internal origin (attributes of the organization)
- **W** (Weakness) - Internal origin (attributes of the organization)
- **O** (Opportunity) - External origin (attributes of the environment)
- **T** (Threat) - External origin (attributes of the environment)
<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
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<tbody>
<tr>
<td>• Broad coalition of stakeholders</td>
<td>• Indications that PNISA implementation</td>
</tr>
<tr>
<td>involved in PNISA</td>
<td>primarily a MINAG activity</td>
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<tr>
<td>• CAADP compact signing commits</td>
<td>• PNISA overly broad in scope. Pruning?</td>
</tr>
<tr>
<td>stakeholders</td>
<td>• Lack of coordination =</td>
</tr>
<tr>
<td>• High-level political</td>
<td>loss of coherence =</td>
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<tr>
<td>support articulated</td>
<td>limited progress</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>• Considerable will from donors to</td>
<td>• Human capacity</td>
</tr>
<tr>
<td>see PNISA succeed</td>
<td>constraints may arise, retarding PNISA progress</td>
</tr>
<tr>
<td>• Growing economy will increase</td>
<td>• Following 2014 elections, any political</td>
</tr>
<tr>
<td>domestic financing of PNISA</td>
<td>attention given to PNISA may dissipate</td>
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<tr>
<td>• 2014 elections lead-up may be pro-</td>
<td></td>
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<tr>
<td>PNISA</td>
<td></td>
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Conclusions & recommendations

- Overall, development and roll-out of PNISA has been just sufficient to keep stakeholders engaged
- However, window of opportunity to organize effective implementation of the plan is closing
- Action needed to:
  - Better coordinate PNISA programs and sub-programs
  - Address funding gap
  - Internally prioritize and better sequence programs
  - Obtain stronger commitments to its implementation across the full set of stakeholders
- Otherwise, PNISA initiative will quickly lose momentum
Making use of this draft report in JSR process

- This is an inadequate report – objective authors, but too distant from day-to-day PNISA implementation
  - Others with detailed knowledge of objectives and design of PNISA and how implementation is proceeding need to rework and refine the report
  - The performance assessment, SWOT analysis, and conclusions presented in report need to be debated, validated, or modified by team conducting the JSR
- But, this report can serve as template to build upon and use in future JSR exercises
Drafting further analytical report for the JSR

- In the future, such reports need to be drafted by a heterogeneous JSR team
  - Insiders to PNISA implementation, plus
  - Objective observers with broader perspectives

- Mix of participants who can:
  - Supply and reflect upon the details of PNISA implementation,
  - Without losing sight of the broader objectives of the PEDSA, for which the PNISA is the action plan