



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*

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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

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PNISA performance assessment

- 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

Helpful
to achieving the objective

Harmful
to achieving the objective

**Strengths,
weaknesses,
opportunities,
and threats -
SWOT**

Internal origin
(attributes of the organization)

S
Strengths

W
Weaknesses

External origin
(attributes of the environment)

O
Opportunities

T
Threats

Helpful
to achieving the objective

Harmful
to achieving the objective

**Strengths,
weaknesses,
opportunities,
and threats -
SWOT**

Internal origin
(attributes of the organization)

- Broad coalition of stakeholders involved in PNISA
- CAADP compact signing commits stakeholders
- High-level political support articulated

- Indications that PNISA implementation primarily a MINAG activity
- PNISA overly broad in scope. Pruning?
- Lack of coordination = loss of coherence = limited progress

External origin
(attributes of the environment)

- Considerable will from donors to see PNISA succeed
- Growing economy will increase domestic financing of PNISA
- 2014 elections lead-up may be pro-PNISA

- Human capacity constraints may arise, retarding PNISA progress
- Following 2014 elections, any political attention given to PNISA may dissipate

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