

Republic of Mozambique

FY2023 Ex-Post Evaluation Report of Technical Cooperation Project
“The Support for Agriculture Development Master Plan for Nacala Corridor in
Mozambique”

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0. Summary

The tropical savanna region of northern Mozambique, with its consistent rainfall and vast arable land, offers significant potential for agricultural expansion. However, small farmers' productivity remains low, and adopting new technologies remains an ongoing challenge. In response to this situation, the Triangular Cooperation Program for Agricultural Development of the African Tropical Savannah among Japan, Brazil, and Mozambique (hereinafter referred to as “ProSAVANA”) was agreed in 2009 as a tripartite partnership between Japan, Brazil, and Mozambique for promoting coordination among various development activities being implemented in the Nacala Corridor. To overcome the challenges faced by the government in terms of implementation capacity while promoting regional agricultural development for executing ProSAVANA, it was necessary to prepare the Agricultural Development Master Plan (hereinafter referred to as the “Master Plan”) through the introduction of the Support for Agriculture Development Master Plan for Nacala Corridor in Mozambique (hereinafter referred to as “the project” or “ProSAVANA–PD”) in February 2012.

Regarding the project evaluation results, it was observed that the project aligned with the development plans and needs of Mozambique. Additionally, coherence with the development cooperation policies of the Government of Japan, JICA, and the Government of Brazil, as well as with other projects under ProSAVANA and agricultural support from other organizations was confirmed. Therefore, its relevance and coherence are high. On the other hand, in the Nacala Corridor, large-scale agricultural development has been advancing due to its high agricultural development potential, driven by both domestic and international private investments, raising concerns among local communities. Agricultural groups voiced concerns and apprehension about ProSAVANA and the draft Master Plan under the project¹. In the project, efforts were made to engage in dialogue with stakeholders to obtain government approval for the draft Master Plan. However, concerns were not alleviated, and the draft version of the master plan did not receive government approval. As a result, effectiveness and impact of the project are moderately low because certain Project Purpose indicators linked to the Master Plan's implementation have not been met, and the Overall Goal of realizing priority projects² in the Master Plan funded by the government, donors,

¹ In October 2012, the Project was publicly criticized in a statement issued by the National Peasants Union (UNAC), Mozambique's national movement of small farmers.
http://www.arsvi.com/i/prosavana/20171112/1031_11.pdf (Accessed on November 15, 2024)

² In the draft Master Plan formulated through the project, 32 priority projects were proposed under the title of the “Master Plan Components”.

and private sector has not been achieved. The project cost slightly exceeded the plan, and the project period significantly exceeded the planned schedule. Therefore, efficiency of the project is moderately low. In terms of sustainability, as there is consistency between the draft Master Plan and Mozambique’s policies and plans, sustainability in terms of policies and systems is partially ensured. The sustainability of the institutional/organizational and financial aspects required for implementing the draft Master Plan is low. From a technical perspective, while the skills of the project counterparts who received technical transfers have been retained, many have either been transferred or left their positions. Therefore, sustainability of the project effects is moderately low.

In light of the above, this project is evaluated to be partially satisfactory.

1. Project Description



Three target provinces in Nacala Corrido
(Source: Modified from JICA’s website)

Sorting maize in pilot project company
(Source: Photographed by the evaluator)

1.1 Background

The tropical savanna region of northern Mozambique, the project’s target area, has significant potential for agricultural expansion. However, small famers’ productivity remains low, and the introduction of new technologies poses a persistent challenge. Against this background, the Japan-Brazil-Mozambique Triangular Cooperation Program, ProSAVANA, was launched in 2011 to support agricultural development in the tropical savanna region. The aim is to reduce poverty among small farmers, ensure food security, and promote economic development through private-sector investments. During the implementation of ProSAVANA, issues emerged, particularly in supporting small farmers, due to the absolute shortage and low capacity of agricultural extension officers. Additionally, shortages in inputs, post-harvest facilities, distribution infrastructure, and financial institutions highlight the need to strengthen the capacities of fragile farmer organizations

and relevant government ministries. In addition, challenges within the government structure in attracting private investment were highlighted, such as the absence of dedicated offices for private partnership (e.g., provincial offices) within the Ministry of Agriculture and Rural Development (hereinafter referred to as “MADER³”) and insufficient inter-ministerial coordination in land registration and tax matters. Therefore, a Master Plan is required that proposes measures to address these challenges and support agricultural development in the Nacala Corridor region.

ProSAVANA has implemented two technical cooperation projects besides ProSAVANA–PD, the scheme of the Technical Cooperation for Development Planning. These include the Project for Improving Research and Technology Transfer Capacity for Nacala Corridor Agriculture Development, Mozambique⁴ (hereinafter referred to as “ProSAVANA–PI”), which began in May 2011, and the Project for Establishment of Development Model at Communities’ Level Under Nacala Corridor Agricultural Development⁵ (hereinafter referred to as “ProSAVANA–PEM”), which began in May 2013. Table 1 provides the details of these three ProSAVANA projects and their respective objectives.

Table 1 Projects Under ProSAVANA and Objectives

| Projects | Objective |
|-------------------------------------|--|
| ProSAVANA–PI (2011–2017) | Improving the research capacity of the regional Agriculture Research Institute of Mozambique (IIAM) and demonstrating new technologies on pilot farms. |
| ProSAVANA–PD (2012–2020) | Formulating Agricultural Development Master Plan in the Nacala Corridor that contributes to socio-economic development through private investment and poverty reduction for small farmers. |
| ProSAVANA–PEM (2013–2020) | Developing and promoting community-level management models suitable for local agricultural technologies and improving the productivity of farmers and farmer organizations. |

Source: JICA

³ The Ministry of Agriculture and Food Security (MASA) was renamed MADER in February 2020.

⁴ The ex-post evaluation of the Project for Improving Research and Technology Transfer Capacity for Nacala Corridor Agriculture Development, Mozambique (ProSAVANA–PI) was carried out in FY 2020.

⁵ The ex-post evaluation of the Project for Establishment of Development Model at Communities’ Level Under Nacala Corridor Agricultural Development (ProSAVANA–PEM) was carried out in FY 2023.

1.2 Project Outline

| | | |
|--|---|---|
| Overall Goal ⁶ | To promote economic and social development through agricultural development in Nacala Corridor. | |
| Project Purpose | To formulate an agricultural development Master Plan which contributes to social and economic development by engaging private investment to promote sustainable production system and poverty reduction in Nacala Corridor. | |
| Outputs | Output 1 | Information on agricultural development in the Nacala Corridor region is collected and analyzed. |
| | Output 2 | A comprehensive framework for developing the Nacala Corridor will be formulated based on the information collected and analyzed. |
| | Output 3 | Based on the overall agricultural development plan, Quick Impact Projects are proposed and are expected to deliver immediate results. |
| | Output 4 | Investment guides for agricultural development in the Nacala Corridor region will be developed, and investment seminars for private capital will be held based on the guidebooks. |
| Total cost (Japanese Side) | 746 million yen | |
| Period of Cooperation | February 2012–May 2020 (with an extension period from October 2013 to May 2020) | |
| Target Area | Nampula Province (10 districts), Niassa Province (7 districts), Zambezia Province (2 districts), Total of 19 districts ⁷ | |
| Implementing Agency | Ministry of Agriculture and Rural Development (MADER) | |
| Other Relevant Agencies/ Organizations | Brazilian Cooperation Agency (ABC), Getúlio Vargas Foundation (FGV) (Brazil) | |
| Consultant/ Organization in Japan | Oriental Consultants Co., Ltd. NTC International Co., Ltd. Task Associates, Co., Ltd. | |
| Related Projects | <p>Technical Cooperation</p> <ul style="list-style-type: none"> • Project for Improving Research and Technical Transfer Capacity for Nacala Corridor Agriculture Development, Mozambique (2011–2017) • Project for Establishment of Development Model at Communities' Level Under Nacala Corridor Agricultural Development (2013–2020) • Project for Nacala Corridor Economic Development Strategies in the Republic of Mozambique (2012–2016) <p>Japanese ODA Loan Project</p> <ul style="list-style-type: none"> • Nampula–Cuamba Road Upgrading Project (L/A: 2010) • Mandimba–Lichinga Road Upgrading Project (L/A: 2013) • Nacala Port Development Project Phase 1 (L/A: 2013) • Nacala Port Development Project Phase 2 (L/A: 2015) <p>Grant Aid</p> <ul style="list-style-type: none"> • Project for Construction of Bridges on the Road between Ile and Cuamba (G/A: 2013) • Project for Reinforcement of Transmission Network in Nacala Corridor (G/A: 2015) | |

Source: JICA

⁶ The Project is a Technical Cooperation for Development Planning, and hence the Overall Goal and Project Purpose are not defined. Thus, the “Application of the proposed plans” are regarded as the Project Purpose (short-term outcomes), and the “Achieved goals by its application” listed in the project’s ex-ante evaluation sheet are regarded as the Overall Goal (long-term outcomes)

⁷ Nampula Province: Malema, Ribáuè, Murrupula, Mecubúri, Mogovolas, Muecate, Monapo, Meconta, Lalaua, Rapale (Nampula) (10 districts); Niassa Province: Chimbonila (Lichinga), Ngaúma, Mandimba, Cuamba, Sanga, Majune, Mecanhêlas (7 districts); Zambezia Province: Gurué, Alto Molocuê (2 districts), for a total of 19 districts (Source: draft Master Plan).

2. Outline of the Evaluation Study

2.1 External Evaluator

Ito Haruo, ICONS Inc.

2.2 Duration of Evaluation Study

This ex-post evaluation study was conducted with the following schedule.

Duration of the Study: September, 2023–January, 2025

Duration of the Field Study: April 21, 2024–May 22, 2024

July 14, 2024–August 9, 2024

2.3 Constraints During the Evaluation Study

Due to the time required for gathering feedback from civil society, explanations and replanning in response to concerns and resistance from civil society regarding the project content, the implementation period of the project was significantly extended from the originally planned one year and eight months to eight years and four months. On the contrary, the core activities of the project, such as information gathering and analysis related to the formulation of the Master Plan, were conducted in the early stages from 2012 to 2013. Gathering data for this evaluation was challenging because, by the time of this ex-post evaluation, more than ten years had gone by, and many of their original counterparts had either transferred or retired. Furthermore, no specific Project Purpose or its indicators were set since the project scheme was the *Technical Cooperation in Development Planning*. Consequently, this ex-post evaluation was carried out based on a framework prepared by the evaluator.

3. Results of the Evaluation (Overall Rating: C⁸)

3.1 Relevance/Coherence (Rating: ③⁹)

3.1.1 Relevance (Rating: ③)

3.1.1.1 Consistency with the Development Plan of Mozambique

At the time of project planning, Mozambique's national-level agricultural development strategy was structured on the highest-level plans: the *Government's Five-Year Plan (PQG) (2010–2014)*, *Action Plan for the Reduction of Absolute Poverty (PARPA) (2010–2014)*, *Agricultural Sector Development Strategic Plan* (hereinafter referred to as "PEDSA") *(2010–2019)*, and the *Action Plan for Food Production (PAPA) (2008–2011)*. When the project was completed, the core of agricultural policy continued to be *PEDSA (2010–2020¹⁰)*. They aim to "build a productive, competitive, and sustainable agricultural sector

⁸ A: Highly satisfactory, B: Satisfactory, C: Partially satisfactory, D: Unsatisfactory

⁹ ④: Very High, ③: High, ②: Moderately Low, ①: Low

¹⁰ At the time of the project's planning, alignment with the draft version of *PEDSA (2010–2019)* was confirmed, but later, the final version of *PEDSA (2011–2020)* was officially released. <https://faolex.fao.org/docs/pdf/moz169514.pdf> (Accessed on October 10, 2024)

capable of sustainably responding to food security, nutrition improvement, and participation in the global agricultural market.” To achieve this vision, *PEDSA* has established four strategic pillars: (1) agricultural productivity, (2) market access, (3) natural resources, and (4) organizational institutions. To implement the objectives of *PEDSA*, the *National Agriculture Sector Investment Plan (PNISA) (2013–2017)* was formulated, outlining the development of six corridors: Maputo, Limpopo, Beira, Zambezi Valley, Nacala, and Pemba–Lichinga. In the Nacala Corridor, one of the most important corridors, the Master Plan under the project was developed to align *PEDSA*’s objectives and strategies with the region’s agricultural characteristics. This shows that the objectives of the project align with Mozambique’s policy guidelines.

3.1.1.2 Consistency with the Development Needs of Mozambique

In the Nacala Corridor, the target area of the project, most farmers engage in small subsistence farming with low productivity and output. Due to the lack of accessible markets to sell their produce, these farmers are in a situation where they earn little income from farming. As a result, they lack sufficient resources to purchase agricultural inputs, and opportunities to gain knowledge or access new agricultural technologies are extremely limited, making productivity improvements and livelihood enhancement difficult. In addition, low productivity is a major obstacle to increasing production volumes and crop diversification. Consequently, the supply of agricultural products to the market was inadequate, negatively affecting the development of agricultural product sales and processing industries and causing the cash crop market to be underdeveloped. These issues were identified during project planning.

In the draft Master Plan formulated by the project, rapid population growth in the Nacala Corridor was highlighted as a potential threat to increasing agricultural production. Key challenges identified to address this issue and improve the livelihoods of residents include (1) improving productivity, increasing production, and diversifying agricultural products; (2) developing markets, distribution channels, and processing industries that enable more agricultural products to translate into higher incomes for farmers; and (3) ensuring the sustainable use of natural resources for the sustainable and stable development of local agriculture. The formulated draft Master Plan proposes implementing priority projects considering these challenges and indicates alignment between the development needs and the content of the draft Master Plan.

3.1.1.3 Appropriateness of the Project Plan and Approach

At the time of project planning, the environmental conservation techniques used in the Japan–Brazil Cooperation Program for Agricultural Development of the Cerrado Region (PRODECER) (1979–2001) were considered valuable insights for environmental conservation and agricultural development in the Nacala Corridor, a region with similar

characteristics to the Cerrado Region in Brazil. However, further studies have identified natural, social, and economic differences and highlighted the need to develop a “new agricultural development model” adapted to the conditions of the target provinces in Mozambique. Therefore, a Master Plan adapted to local conditions was proposed, leveraging knowledge from Brazil while ensuring relevance to the local context. Additionally, Triangular Cooperation with Brazil was deemed highly appropriate, as both countries share Portuguese as an official language and have established links between agricultural research institutions. It was confirmed that there was high relevance in activities such as strengthening the capacity of counterparts through Brazilian experts and training in Brazil.

3.1.2 Coherence (Rating: ③)

3.1.2.1 Consistency with the ODA Policies of Japan and Brazil

At the planning stage, this project aligned with Japan’s priority cooperation areas for Mozambique: the “Regional Economic Revitalization Development Program,” the “Nacala Corridor Development and Improvement Program,” and the “Agricultural Technology Support Program.” Additionally, at the time of planning, approximately 95% of the rural population engaged in agriculture were impoverished small farmers, aligning the project with the *Millennium Development Goals (MDGs)*, which aim to reduce the number of people living in absolute poverty and hunger to half. Furthermore, the project objectives were consistent with the *Yokohama Action Plan from the Fourth Tokyo International Conference on African Development (TICAD)* in 2008, which emphasized “capacity building to increase food production and agricultural productivity” in Africa and “promoting triangular cooperation.” The focus was on “expanding partnerships.”

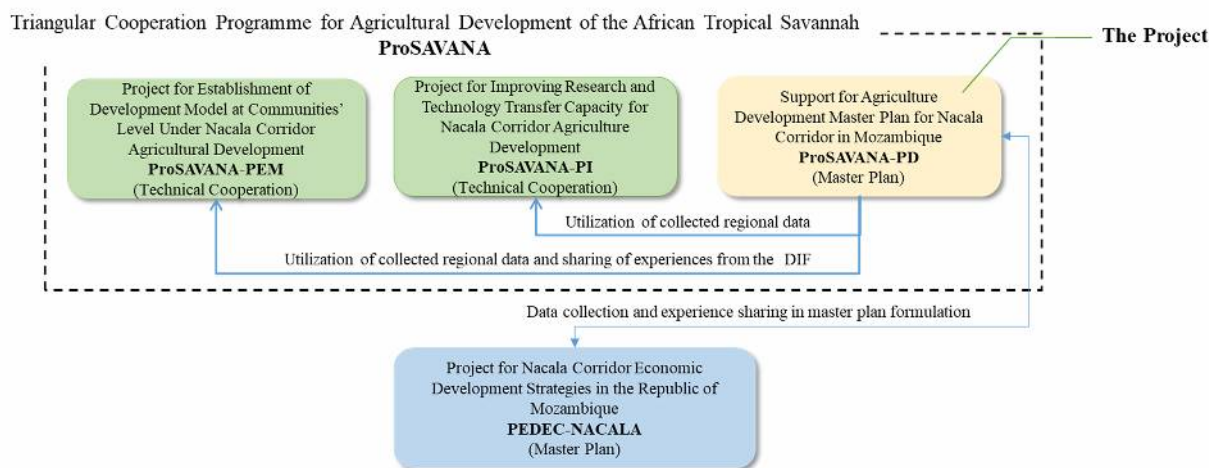
Regarding triangular cooperation with Brazil, the project aligned with the Japan–Brazil Partnership Program (JBPP), a framework established in 2000 to effectively promote triangular cooperation between Japan and Brazil, particularly in Portuguese-speaking African countries, and to strengthen the capacity of Brazil as a development partner. Additionally, the diplomatic strategy of Brazil under President Lula since 2003 has emphasized strengthening relations with Africa, which has been marked by numerous presidential visits to African countries and the opening of embassies in the region. In 2010, as part of the Brazil–Africa policy dialogue, Brazil invited ministers and senior agriculture officials from approximately 50 African countries to focus on food security, further underscoring the alignment of the project with the policies of Brazil.

3.1.2.2 Internal Coherence

Within ProSAVANA, the project was planned in coordination with other components of the program, namely ProSAVANA–PEM and ProSAVANA–PI. In terms of collaboration with ProSAVANA–PEM, the contents of the draft Master Plan were referenced in the

development of the “Agricultural Development Model” for ProSAVANA target areas, which was a core element of ProSAVANA–PEM. In addition, pilot projects supported by the project using the *Development Initiative Fund (DIF)* to facilitate sustainable agribusiness were implemented as one of the agricultural development models (Model 4¹¹) under ProSAVANA–PEM. The ex-post evaluation confirmed positive effects, including increased contract farmers and improved productivity in participating agribusinesses and contract farms¹². In coordination with ProSAVANA–PI, the regional data collected within the project was utilized in ProSAVANA–PI research to promote the development of crop varieties suited to local conditions, thus facilitating concrete collaboration and results between ProSAVANA component projects.

Additionally, the Project for Nacala Corridor Economic Development Strategies (hereinafter referred to as “PEDEC–NACALA”) (2012–2016) was launched by JICA almost concurrently with the project to provide a strategic plan to promote economic development in the Nacala Corridor region of Mozambique. While the Strategic Master Plan for the Strengthening of Nacala Corridor Region-Wide Freight Network for Agricultural and Mining Sectors was developed under PEDEC–NACALA, it had common areas with the project and an agricultural focus. Therefore, sharing the data collected by each project contributed to the efficiency of research and analysis efforts.



Source: Prepared by the evaluator

Figure 1 Collaboration and Coordination Between Projects Within the ProSAVANA and Related Projects

¹¹ Under ProSAVANA–PEM, four models were formulated and pilot-tested as agricultural development models tailored to the organizational forms of its target groups (small-scale farmers, associations, agricultural cooperatives, and contract farming). Among these, Model 4 inherited the DIF activities implemented under ProSAVANA–PD.

¹² As a result of the ex-post evaluation survey, it was observed that the per-unit-area profit of contract farmers associated with three agricultural companies that received loans from the *DIF* increased by an average of 150% compared to before the project started. While the company revenues and the number of contract farmers have fluctuated, they show an upward trend, confirming that the project’s financing contributed to business expansion.

3.1.2.3 External Coherence

At the time of project planning, NGOs funded by the United States Agency for International Development (USAID) supported organizing farmers in the Nacala Corridor. Concurrently, the World Food Programme (WFP) implemented the Purchase for Progress (P4P) program in Nampula Province to process food from organized farmers for food aid. The project planned a zoning approach aimed at the coexistence of small farmers and medium to large agricultural investors, positioning it as a complement to other organizations' regional farmer support initiatives.

By the project's completion, the Government of Mozambique, with financial support from the World Bank, had launched the Integrated Agriculture and Natural Resource Management Project (hereinafter referred to as "SUSTENTA") (2017–2023) to integrate small farmers into agricultural value chains and promote sustainable agricultural practices. According to MADER officials, SUSTENTA has adopted recommendations from its draft Master Plan, such as increasing the number of agricultural extension officers, promoting market-oriented agriculture, and providing agricultural equipment. However, since the draft Master Plan remained unapproved, the proposed Priority projects were not implemented, and no concrete synergies with other related projects were realized.

Regarding relevance, the consistency with Mozambique's development plans and needs was confirmed. Regarding coherence, since the draft Master Plan has not been approved, specific synergies with projects from other organizations have not materialized. However, alignment with the development cooperation policies of the Government of Japan, JICA, and the Government of Brazil, as well as concrete coordination with other ProSAVANA projects, has been confirmed.

Therefore, its relevance and coherence are high.

3.2 Effectiveness and Impacts¹³ (Rating: ②)

3.2.1 Effectiveness

3.2.1.1 Project Output

The project established four expected Outputs. However, no indicators were established for each Output. Therefore, the narratives outlined for each Output were used as indicators to assess the level of performance at project completion, which were reflected in the evaluation results.

For Output 1, information on agricultural development in the region was collected and analyzed. The results were compiled in November 2012 in the *Report on Data Collection and Analysis of Agriculture and Drawing of Overall Picture of Development Plan*. In Output 2, based on the collected and analyzed information, an overall framework for developing the Nacala Corridor was formulated, with the results summarized in *Interim Report 2* and

¹³ When providing the sub-rating, Effectiveness and Impacts are to be considered together.

the draft Master Plan. For Output 3, certain Quick Impact Projects were implemented as pilot projects¹⁴, and 32 Priority projects¹⁵ were proposed in the draft Master Plan. Regarding Output 4, while the draft Master Plan recommended creating an investment guide, civil society voiced numerous concerns about private investment under the project, creating no guides and canceling planned investment seminars. Based on the above, the indicators for Output 1–3 were achieved, but not for Output 4.

Table 2 shows the level of achievement of the outcomes at the time of project completion.

Table 2 Achievement of Outputs

| | Indicator | Achievement Status (as of Project Completion: 2020) |
|----------|--|--|
| Output 1 | Information collection and analysis regarding agricultural development in the Nacala Corridor. | 【Achieved】 Agricultural development data for the target region were compiled in the <i>Report on Data Collection and Analysis of Agriculture and Drawing of Overall Picture of Development Plan</i> (November 2012). |
| Output 2 | An overall framework for the development of the Nacala Corridor is formulated based on the information collected and analyzed. | 【Achieved】 The overall framework for the development of the Nacala Corridor was compiled in the <i>Interim Report 2</i> and the draft Master Plan. |
| Output 3 | Quick Impact Projects with anticipated immediate effects are proposed from the overall agricultural development plan. | 【Achieved】 Part of the Quick Impact Projects were implemented as pilot projects. Additionally, 32 Priority projects were proposed in the draft Master Plan. |
| Output 4 | Investment guides for agricultural development in the Nacala Corridor are prepared, and investment seminars for private capital are held based on the guidebook. | 【Not Achieved】 While the draft Master Plan recommended the creation of an investment guide, no guide was prepared, and no investment seminars were held. |

Source: Results from ex-post evaluation survey and JICA documents

3.2.1.2 Achievement of Project Purpose

The Project Purpose was defined as “To formulate an agricultural development Master Plan which contributes to social and economic development by engaging private investment to promote sustainable production system and poverty reduction in Nacala Corridor.” Consequently, the draft Master Plan was prepared in December 2015 and published on a website managed by MADER in November 2016¹⁶. Over 50 dialogue sessions were held with stakeholders to address concerns raised by civil society and seek the completion and

¹⁴ A project to promote contract farming through a counterpart-supported catalyst fund supported the expansion of small farmers’ contract farming through the *Development Initiative Fund (DIF)* to agricultural enterprises engaged in crop production, harvesting and sales in the Nacala Corridor region. The pilot project was postponed due to concerns from civil society that the supported companies might have engaged in land appropriation from contract farmers.

¹⁵ In the draft Master Plan, the term “Quick Impact Project (QIP)” was not used; instead, 32 priority projects were proposed under the title “Master Plan Components.”

¹⁶ At the time of the ex-post evaluation the website is inactive.

approval of the draft Master Plan by the government. However, these concerns were not addressed, and the government’s approval of the draft Master Plan was postponed.

As mentioned above, the draft Master Plan was not approved by the Government of Mozambique, meaning Indicator 1, “Self-operation of the Master Plan by the Government of Mozambique,” was not achieved. Regarding Indicator 2, counterparts who received technical transfer during the creation of the draft Master Plan gave the transfer’s content high marks. Furthermore, some counterparts who received technical transfer have continued their work at MADER and the Provincial Directorate of Agriculture and Fisheries, maintaining their survey and analysis capabilities in planning, which confirms that a certain level of technical skills has been preserved. On the other hand, the indicator has only been partially achieved due to the fact that many counterparts have already been transferred or retired. For Indicator 3, “Implementation status of institutional improvements proposed in the Master Plan,” a few recommendations and Priority projects have been partially implemented by the Government of Mozambique through initiatives such as SUSTENTA¹⁷, as confirmed by MADER and World Bank officials, indicating partial achievement.

Table 3 describes the achievements of the Project Purpose indicators.

Table 3 Achievement of Project Purpose

| | Indicator | Achievement Status (as of Project Completion: 2020) |
|-------------|---|---|
| Indicator 1 | The agricultural development plan proposed for this project is self-operated by the government of Mozambique. | 【Not Achieved】 The draft Master Plan formulated has not been approved by the government, and MADER has taken no independent action. |
| Indicator 2 | The agricultural development planning capacity of the counterparts in this project will be improved. | 【Partially Achieved】 The counterparts expressed a high level of satisfaction with the content of the technical transfer they received, and some have maintained their survey and analytical capabilities in planning. However, many of these counterparts have already retired or been reassigned to other positions. |
| Indicator 3 | The institutional improvements proposed in this project are implemented. | 【Partially Achieved】 A few of the institutional improvements and priority projects proposed in the project have been partially utilized in the government’s SUSTENTA program, but there is no record of the proposed institutional improvements being fully implemented. |

Source: Results from ex-post evaluation survey and JICA documents

The project only achieved its purpose only to a certain extent. Although the outcomes of the Master Plan formulation process were largely achieved, due to opposition from civil society, the Project Purpose was only partially met, as the draft Master Plan was neither

¹⁷ It was confirmed through interviews with stakeholders that certain aspects of SUSTENTA, such as the deployment and capacity building of agricultural extension officers and the distribution of agricultural supplies and equipment, were elements reflected in the draft Master Plan.

completed nor approved by the Government.

3.2.2 Impacts

3.2.2.1 Achievement of Overall Goal

The Overall Goal of the Project was defined as “To promote economic and social development through agricultural development in Nacala Corridor,” with indicators defined as the number of priority projects within the draft Master Plan implemented by the Government of Mozambique (Indicator 1), donors (Indicator 2), and private investors (Indicator 3). Since no specific timeline was defined for achieving these indicators, the status at the time of the ex-post evaluation (May 2024) was used for this evaluation.

For Indicator 1, SUSTENTA, implemented by the government with financial support from the World Bank, was observed to be highly relevant to the priority projects proposed in the draft Master Plan, particularly regarding the provision of agricultural supplies and equipment (such as agricultural machinery and seeds), the training of agricultural extension officers, and the establishment of a financial support system. It was pointed out by MADER stakeholders that the market-oriented agricultural approach of ProSAVANA–PEM, which was recommended for inclusion in the draft Master Plan, was referenced in the development of training materials for SUSTENTA, demonstrating efforts toward collaboration. Thus, this indicator is partially achieved. Regarding Indicator 2 and Indicator 3, in the target regions, several initiatives have been implemented, including the International Fund for Agricultural Development (IFAD)’s Inclusive Agrifood Value Chain Development Programme (PROCAVA) (2024–2028¹⁸), the EU’s support for the Commercialization Credit Fund, and USAID’s technical assistance to the Rural Finance Promotion Center and the Agricultural Research Institute (IIAM). However, no donor or private investment projects aligned with the priority projects outlined in the draft Master Plan have been identified.

Table 4 illustrates the achievement of the indicators for the Overall Goal.

¹⁸ <https://www.afdb.org/en/documents/mozambique-inclusive-agro-food-value-chain-project-procava-project-appraisal-report> (Accessed on October 10, 2024)

Table 4 Achievement of Overall Goal

| | Indicators | Achievement Status (as of ex-post evaluation: 2024) |
|-------------|--|---|
| Indicator 1 | Number of agricultural development projects implemented by the Government of Mozambique in the Nacala Corridor region. | 【Partially Achieved】 A few elements of the priority projects were implemented under the government’s SUSTENTA program. Furthermore, some aspects of the market-oriented agricultural approach from ProSAVANA–PEM, which was recommended for inclusion in the draft Master Plan, have been incorporated into and implemented under SUSTENTA. |
| Indicator 2 | Number of agricultural development projects implemented in the Nacala Corridor region by donors supporting the Government of Mozambique. | 【Not Achieved】 No donor projects were realized that were implemented following the draft Master Plan. |
| Indicator 3 | Number of agricultural development projects funded by private investors as proposed in this project. | 【Not Achieved】 No private investment projects were realized that were implemented in accordance with the draft Master Plan. |

Source: Results from ex-post evaluation survey and JICA documents

The project has achieved its Overall Goal only to a limited extent as the draft Master Plan was neither approved by the Government nor operationalized, and the proposed priority projects were not implemented.

3.2.2.2 Other Positive and Negative Impacts

1) Impacts on the Environment

The project was classified as Category B, based on the *JICA Guidelines for Environmental and Social Considerations*¹⁹ (April 2010). Since the project is in the Master Plan formulation stage and does not envisage the implementation of specific projects, the extent of impact is unknown. However, issues can arise when a Master Plan is developed without considering the natural environment or local communities. For example, promoting irrigated agriculture could lead to competition for water resources. Furthermore, the promotion of irrigated agriculture signifies an increase in agricultural production opportunities; however, inappropriate use of fertilizers, pesticides, and herbicides was anticipated to potentially cause soil and water contamination. Therefore, to avoid such negative impacts, it is important to incorporate considerations of the natural environment and local communities in the formulation stage of the Master Plan. In addition, complying with the *Mozambican*

¹⁹ On April 10, 2017, an objection was filed against the Project under the *JICA Guidelines for Environmental and Social Considerations* (April 2010). However, a subsequent investigation by the external examiners for the Guidelines found no violations of the Guidelines.
https://www.jica.go.jp/Resource/english/our_work/social_environmental/objection/c8h0vm0000b81di4-att/mozambique_01_06.pdf (Accessed on October 28, 2024)

Environmental Law and Responsible Agricultural Investment (RAI²⁰) and incorporating the sustainable use of land, water, and forest resources and wildlife protection outlined in *PEDSA* were planned to reflect into the Master Plan. Furthermore, during the preparation of Master Plan, an environmental impact assessment based on the concept of *Strategic Environmental Assessment (SEA)* was carried out, including stakeholder analysis, identification of environmental and social considerations through stakeholder consultations, and comparative evaluation of alternative plans. Based on interviews conducted with farmers, privately managed farms, and business stakeholders across all target districts during this ex-post evaluation, it has been confirmed that no negative impact on the natural environment has occurred as a result of the pilot projects or related activities under the project.

2) Resettlement and Land Acquisition

In the project, large-scale land acquisition or resettlement of residents was not anticipated from the outset. The draft Master Plan also emphasized the need for sufficient consideration of social and environmental factors, particularly social inclusion, regarding land acquisition and resident resettlement during the formation and implementation of privately managed farms and out-grower²¹ schemes. Concerns were expressed by civil society about potential land expropriation and resident resettlement due to the implementation of large-scale agricultural projects under the project. These concerns included fears of impoverishment of communities and reduced access to means of subsistence²². In response, more than 50 dialogue opportunities were organized among stakeholders. However, these efforts did not alleviate civil society's concerns, leading to the postponement of government approval for the draft Master Plan. On the other hand, interviews conducted during this ex-post evaluation with farmers, out-growers, and business stakeholders across all target districts confirmed that issues such as resident resettlement or land acquisition did not arise from the pilot projects or related activities under the project.

3) Gender Equality

The draft Master Plan emphasized the importance of women's participation in agricultural development, and priority projects included "gender-responsive agricultural development." The pilot project implemented measures to ensure that women farmers are not excluded from development activities. Additionally, gender training was carried out in

²⁰ *Responsible Agricultural Investment (RAI)* refers to principles or guidelines that ensure agricultural investments are conducted sustainably and responsibly, considering the social, environmental, and economic impacts on the communities where investments are made. The *RAI* concept emphasizes profit and a commitment to the welfare of local communities and environmental preservation in the areas where agricultural projects are implemented.

²¹ "Out-grower" is a small farmer who produces specific agricultural products on contract to supply a company, which is a form of contract farming.

²² Refer to the *Statement on the ProSAVANA Project* (in Japanese) by UNAC.

http://www.arsvi.com/i/prosavana/20171112/1031_11.pdf (Accessed on November 15, 2024)

the ProSAVANA–PEM planned with reference to the draft Master Plan, resulting in impacts such as reduced domestic burden on female farmers, their participation in decision-making, and their active role in market-oriented agriculture.

4) Marginalized People

The draft Master Plan positioned small farmers as the main partners in agricultural development to prevent the implementation of the draft Master Plan from escalating inequality. The pilot project reported increased employment among farmers contracted to seed companies, greater stability in farm income through crop diversification, and increased employment within cooperatives²³. Simultaneously, the experience from the pilot project highlights the need to build stronger relationships between agribusinesses and contract farmers. In particular, it has been proposed to strengthen mutual trust by addressing issues related to the purchase prices of agricultural products and preventing the exploitation of small farmers.

Since the project has achieved its Project Purpose and Overall Goal only to a certain extent, effectiveness and impacts of the project are moderately low. Regarding the Project Purpose, although the draft Master Plan was prepared, civil society concerns have not been addressed, and the draft Master Plan has not been finalized, approved by the Government, or put into practice. The Overall Goal was not achieved due to the failure to achieve the indicators related to the implementation of priority projects resulting from the actions of the Master Plan.

3.3 Efficiency (Rating: ②)

3.3.1 Inputs

3.3.1.1 Elements of Inputs

In this project, inputs from the Japanese side were provided, as shown in Table 5.

²³ As a result of the pilot projects in the project, the target seed company expanded its reach from 4 cooperatives (191 ha) in 2012/2013 to 14 cooperatives (676 ha) in 2013/2014. Another company increased its contracts from approximately 100 farmers (76 ha) in 2012/2013 to 673 farmers (361 ha) in 2013/2014. (Source: draft Master Plan)

Table 5 Inputs from the Japanese Side

| Inputs | Plan | Actual (as of project completion) |
|---------------------------------------|---|---|
| (1) Experts | Agricultural Development, Agricultural Infrastructure, Transportation and Social Infrastructure, Farming, Farmer Organization, Post-Harvest Processing, Geographic Information System, Business Planning/Economic and Business Model Analysis, Investment Promotion, Environmental and Social Assessment, Project Coordinator, etc. (Approximately 98 MM*) | 18 personnel (excluding support from Japan and interpreters) (189.73 MM) |
| (2) Trainees received | Planned | Unimplemented |
| (3) Equipment | Not specified | GIS software (296,000 yen), one set of PCs and monitor (28,250 meticais ²⁴) |
| Japanese Side Total Project Cost | 480 million yen | 746.4 million yen |
| Mozambican Side Total Project Cost | Not specified | N/A |

* MM stands for man month

Source: JICA

Table 6 shows Brazil's actual inputs from 2014 to 2018. Since detailed information on planned contributions was unavailable, a comparison between planned and actual contributions could not be made. However, according to interviews with the Brazilian Cooperation Agency (ABC), the inputs to the project were implemented as planned by the consulting firm, Getúlio Vargas Foundation (FGV).

²⁴ As of October 2024, exchange rate is 1.00 Mozambican Metical (MZN) = 2.25 Japanese Yen.

Table 6 Inputs from the Brazilian Side²⁵

| Inputs | Plan | Actual (as of project completion) |
|--------------------------------------|--|---|
| (1) Experts | Geographic Information System, Land Use System, Legal System Development, Value Chain Analysis, Agribusiness, etc. | Experimental planning and statistics, Institutional organization of rural extension services, New approaches to rural extension, Rural extension methodology, Indicators for development and evaluation of rural extension, project planning, Conservation agriculture technologies and processes, Post-harvest practices/techniques/processes, Mobilization of rural producers, Training of rural professionals, and Academic writing (Total of 161 participants) |
| (2) Trainees received in Brazil | Not specified | Target: Central and state agricultural technicians, extension officers (Total of 27 participants) |
| Brazilian Side Total Project Cost | Not specified | N/A |

Source: Brazilian Cooperation Agency (ABC)

On the Mozambican side, counterparts were assigned to each area, and office space was provided as planned. However, the contribution of local costs to the project is unknown.

3.3.1.2 Project Cost

The resources used for local stakeholder meetings to explain the draft Master Plan to civil society were deemed necessary to carry out the project. Therefore, in this ex-post evaluation, contract amendments for the project period and project costs associated with these briefings and public hearings were considered as part of the original plan, and a comparative analysis was carried out between the revised plan and the actual results²⁶.

Due to the expansion of the target from 14 to 19 districts and the addition of pilot projects using the *Development Initiative Fund (DIF)* with counterpart funds to the revised plan of 691.2 million yen (original plan: 480 million yen), the final amount reached 746.4 million yen (108% of the planned cost). The project cost slightly exceeded the plan.

3.3.1.3 Project Period

In contrast to the revised project period of 65 months (original plan: 20 months), the actual period was 100 months (154% of the planned period) due to the addition of the target districts and the implementation of additional pilot projects for the same reasons as the

²⁵ The inputs from the Brazilian side are based on interviews with ABC as a part of the ex-post evaluation; however, it should be noted that these are the total inputs for the entire ProSAVANA program and not exclusively for the project.

²⁶ According to JICA, the project costs of briefings and public hearings was 211.2 million yen, and the project period was extended by 45 months. By adding this data to the original plan, the revised planned project cost and project period were calculated.

project cost. The project period significantly exceeded the plan.

The project cost slightly exceeded the plan, reaching 746.4 million yen compared to the plan of 691.2 million yen (108% of the planned cost). In addition, the project period significantly exceeded the planned period of 65 months, reaching 100 months (154% of the planned period).

Therefore, efficiency of the project is moderately low.

3.4 Sustainability (Rating: ②)

3.4.1 Policy and System

At the time of the ex-post evaluation, Mozambique's policy aligned with the Project is *PEDSA II (2022–2030)*, which was formulated in 2023 based on *PEDSA*. Moreover, it is based on four pillars: (1) strengthening agricultural production, productivity, and competitiveness, (2) sustainable management of natural resources, (3) improving the agribusiness environment, and (4) institutional strengthening and development, aligned with the draft Master Plan developed in the Project based on *PEDSA*. To implement *PEDSA II*, the *Second National Agriculture Sector Investment Plan (PNISA II) (2022–2026)* was formulated as a planning and budgeting system to promote investment in the agriculture sector. *PNISA II* focuses on strengthening agricultural policy, legal, and regulatory reforms, and creating a business environment to promote private investment in the agriculture sector, which is in line with the draft Master Plan. Moreover, under the government initiative SUSTENTA, implemented with financial support from the World Bank, it was noted by representatives of MADER and the World Bank supporting SUSTENTA that certain recommendations from the draft version of the Master Plan were adopted in the formulation of the planning of SUSTENTA. This alignment includes elements such as increasing the number of agricultural extension officers and providing agricultural inputs, which are consistent with some of the priority projects outlined in the draft Master Plan. Although the draft Master Plan has not been formally approved or institutionalized by the Government of Mozambique, its compliance with guidelines of MADERS and its use in related programs, as described above, have been confirmed.

3.4.2 Institutional/Organizational Aspect

The draft Master Plan formulated in the project envisaged that MADER, the counterpart institution, would take the lead in implementing priority projects in collaboration with other relevant government agencies, provincial and district governments, and through technical and financial support from donors and development agencies. The focus is on establishing coordination bodies for information sharing, coordinating activities between target provinces, and working with stakeholders, such as farmers, private partners, and civil society, to effectively implement and monitor priority projects. However, because the draft

Master Plan remains unapproved, its implementation structure has not yet been determined.

3.4.3 Technical Aspect

To implement the project, counterparts from MADER and Provincial Directorates of Agriculture and Fisheries (DPAP) were selected in each target province. Technical transfer through on-the-job training was carried out with Japanese and Brazilian experts accompanying their counterparts in field surveys and joint work on planning studies in each specialized area. Participation in discussions about inception reports and work plans helped to increase understanding of the purpose of the project, methods, and roles, fostering a sense of ownership through presenting results at stakeholder meetings. Interviews with their counterparts revealed high levels of satisfaction with these technical transfers. Additionally, some of the counterparts who received technical training continued to work at MADER and DPAP, retaining their research and analysis skills for planning purposes. However, many of their counterparts have now been transferred or retired, which poses a challenge.

3.4.4 Financial Aspect

Funding for the priority projects proposed in the draft Master Plan should come from government budgets and donors. Certain projects were intended to be financed through interest income from private companies and end users (e.g., farmers). However, since the draft Master Plan was still not approved by the Government, there were no budgetary allocations for its operational expenses or for the proposed priority projects outside of specific programs, such as SUSTENTA, which is supported by the Government of Mozambique and the World Bank²⁷, and contains a few elements of priority projects.

3.4.5 Environmental and Social Aspect

As part of the environmental and social considerations to ensure the sustainability of project outcomes, the draft Master Plan proposed implementing monitoring and evaluation systems aimed at managing progress, promoting results, assessing unintended impacts (particularly negative ones), swift action in solving conflicts (especially those related to land use and contract farming), and obtaining feedback from direct and indirect stakeholders. Additionally, the establishment of an independent committee was proposed to address and resolve opposition or issues arising during the project's implementation. However, the draft Master Plan was not approved by the Government, and these proposed measures have not been implemented. Furthermore, the priority projects outlined in the draft Master Plan have not been carried out, eliminating the need to address environmental and social

²⁷ The budget scale of the SUSTENTA program is 145,542 million meticaís (MZN) (approximately 32.75 billion yen), including allocations for technical transfer, infrastructure development, environmental safeguards, subsidies, and other components. <https://www.fnds.gov.mz/index.php/en/documents/publications/programa-sustenta> (Accessed on October 23, 2024)

considerations associated with these projects.

3.4.6 Preventative Measures to Risks

The project faced significant delays due to opposition from civil society, which was an unforeseen challenge. In response to this unforeseen opposition, stakeholder meetings involving civil society and the sharing of the draft Master Plan were conducted. However, consensus with civil society was ultimately not reached. Although the draft Master Plan was submitted to the MADER, it was not approved by the Government of Mozambique. Field surveys conducted during the ex-post evaluation in regions where pilot projects were implemented did not identify opposition from farmers or civil society. On the other hand, interviews with the National Farmers Union (UNAC) in Maputo revealed ongoing concerns and stated that the implementation of the draft Master Plan under the project still posed potential risks to small farmers, and these concerns have not been fully resolved. However, since the priority projects proposed in the draft Master Plan have not been implemented, there has been no impact on the sustainability of the project due to these risks.

From the above, some issues have been observed in terms of the institutional/organizational, and financial aspects. They are not expected to be improved/resolved.

Therefore, sustainability of the project effects is moderately low.

4. Conclusion, Lessons Learned and Recommendations

4.1 Conclusion

The tropical savanna region of northern Mozambique, with its consistent rainfall and vast arable land, offers significant potential for agricultural expansion. However, small farmers' productivity remains low, and adopting new technologies remains an ongoing challenge. In response to this situation, the ProSAVANA was agreed in 2009 as a tripartite partnership between Japan, Brazil, and Mozambique for promoting coordination among various development activities being implemented in the Nacala Corridor. To overcome the challenges faced by the government in terms of implementation capacity while promoting regional agricultural development for the execution of ProSAVANA, it was necessary to prepare the Master Plan through the introduction of the project in February 2012.

Regarding the project evaluation results, it was observed that the project aligned with the development plans and needs of Mozambique. Additionally, coherence with the development cooperation policies of the Government of Japan, JICA, and the Government of Brazil, as well as with other projects under ProSAVANA and agricultural support from other organizations was confirmed. Therefore, its relevance and coherence are high. On the other hand, in the Nacala Corridor, large-scale agricultural development has been advancing due to its high agricultural development potential, driven by both domestic and international

private investments, raising concerns among local communities. Agricultural groups voiced concerns and apprehension about ProSAVANA and the draft Master Plan under the project. In the project, efforts were made to engage in dialogue with stakeholders to obtain government approval for the draft Master Plan. However, concerns were not alleviated, and the draft version of the *master plan* did not receive government approval. As a result, effectiveness and impact of the project are moderately low because certain Project Purpose indicators linked to the Master Plan's implementation have not been met, and the Overall Goal of realizing priority projects in the Master Plan funded by the government, donors, and private sector has not been achieved. The project cost slightly exceeded the plan, and the project period significantly exceeded the planned schedule. Therefore, efficiency of the project is moderately low. In terms of sustainability, as there is consistency between the draft Master Plan and Mozambique's policies and plans, sustainability in terms of policies and systems is partially ensured. The sustainability of the institutional/organizational and financial aspects required for implementing the draft Master Plan is low. From a technical perspective, while the skills of the project counterparts who received technical transfers have been retained, many have either been transferred or left their positions. Therefore, sustainability of the project effects is moderately low.

In light of the above, this project is evaluated to be partially satisfactory.

4.2 Recommendations

4.2.1 Recommendations to the Implementing Agency

Review and apply contents of the draft Master Plan to national policies and plans

MADER, the implementing agency, is recommended to review the draft Master Plan, update the data to reflect the current situation, and use it as a reference for national agricultural policies and planning. To enhance its potential utilization, it is desirable to revise the Master Plan to cover a broader scope, including the northern regions of the entire Nacala Corridor, such as Cabo Delgado Province, which has seen a growing need for agricultural development in recent years due to the worsening living conditions of residents, which have been affected by violence and conflicts involving armed groups despite its abundant natural resources.

4.2.2 Recommendations to JICA

Support for implementing priority projects in the draft Master Plan

It is desirable to support the implementation of priority projects proposed in the draft Master Plan or to assist in facilitating their execution through other donors and private sector investments. This support is expected to accelerate agricultural development in the northern regions with high agricultural potential and incentivize the Government of Mozambique to review and utilize the draft Master Plan.

4.3 Lessons Learned

Amplification of farmer concerns due to inadequate project communication

Public relations for the project, including interviews with Brazilian consultants, created an impression that Mozambique's vast arable land would be developed in a way that would replicate the Cerrado development in Brazil. Promoting large-scale agriculture through private-sector funding has led to concerns and opposition from local farmers and civil society. To address civil society resistance and account for the differences with the Cerrado in Brazil, the draft Master Plan was made public. When considering the application of foreign models to development projects, it is essential to conduct thorough local research, clarify differences between countries, and identify applicable elements and risks. Additionally, communication that implies introducing foreign models should be avoided, with careful consideration given to the sentiments of the local population in the recipient country.

Consideration for small farmers in supporting corridor development

Corridor development support often includes major infrastructure such as roads and ports, connecting production areas to export hubs, which may include export promotion and private support. However, the benefits and considerations of local small farmers are less visible. Therefore, in projects supporting corridor development, attention should be given to supporting small farmers by formulating master plans. To address concerns, it is crucial to proactively establish a feedback mechanism with the implementing agencies and provide spaces for residents to share information and voice their opinions.

5. Non-Score Criteria

5.1 Performance

5.1.1 Objective Perspective

The project contributed to significantly by implementing technical transfer through the development of the draft Master Plan, strengthening the capacity of Mozambican counterparts while fostering their sense of ownership. Specifically, counterparts were provided with explanations of the inception report and work plan to deepen their understanding of the objectives, content, and methods of the study while promoting awareness of their roles. Additionally, technical transfer in an on-the-job training (OJT) was carried out through collaborative work, such as analyzing survey results from field investigations conducted by Japanese and Brazilian experts. This approach aimed to enhance capabilities not only for planning but also for the subsequent implementation of the Master Plan. Furthermore, counterparts took responsibility for presenting survey results and progress at stakeholder meetings, which allowed for the assessment of their understanding of the planning process and the integration of feedback into the technical transfer. As a result, their ownership and engagement in the formulation and operation of

the Master Plan were further strengthened.

5.1.2 Subjective Perspectives (retrospective)

As previously mentioned, the project was carried out under unforeseen circumstances, including concerns and opposition from civil society. Below, an analysis is presented regarding how the stakeholders of the project responded to such challenges, the resulting outcomes, and particularly the impact of a series of projects constituting the ProSAVANA program on the project.

BOX: Addressing Concerns from Civil Society

Northern Mozambique possesses significant development potential in areas such as natural resources and agriculture, and large-scale agricultural development was promoted through domestic and international private investments. This situation has raised concerns among local residents, with agricultural organizations expressing apprehension and caution toward the ProSAVANA program. Civil society also pointed out that the lack of transparency regarding the Master Plan and the overall framework of the ProSAVANA program exacerbated these fears.

In response, JICA supported the establishment of the “Civil Society Coordination Mechanism for Development of Nacala Corridor (MCSC)” to facilitate stakeholder dialogue between the Government of Mozambique and civil society organizations. Additionally, the draft Master Plan was made publicly available online. However, despite shared intentions among stakeholders to revise the Master Plan with a focus on farmer participation, consensus on approaches to achieve this was not reached. As a result, the draft Master Plan developed under the project was not approved by the government. Challenges in consensus-building were identified not only among the Mozambican government, JICA, and farmers’ organizations but also within the relationships between farmers’ organizations and civil society stakeholders.

On the other hand, interviews with stakeholders in the three target provinces (provincial agricultural and fisheries departments, NGOs, farmers, etc.) revealed that the implementation of other ProSAVANA component projects, such as ProSAVANA–PI and ProSAVANA–PEM, improved the program’s perception among local farmers. Some beneficiaries have expressed that “seeing the outcomes of ProSAVANA–PI and ProSAVANA–PEM helped understand the significance of implementing ProSAVANA.” The visible achievements of individual projects in the target areas, shared with local communities, contributed to an improved perception of the draft Master Plan and priority projects proposed under the project. This underscores the importance of carefully sharing the outcomes of pilot projects with local residents during the formulation of a master plan to promote a better understanding of its effectiveness.

5.2 Additionality

The project created new value by leveraging the strengths of each country in the trilateral partnership. The Government of Japan contributed to agricultural technology and project management; the Government of Brazil brought experience from Cerrado development and agricultural extension knowledge; and the Government of Mozambique provided agricultural data and land-use needs. This collaboration maximized the strengths of each country in formulating the draft Master Plan. Furthermore, it is noteworthy that Japan and Brazil have demonstrated a model for supporting sustainable agribusiness by implementing pilot projects under the *Development Initiative Fund (DIF)* through the provision of diversified financial and technical assistance.

(End)