

Executive Summary

1. Background of the Study

In the Republic of Mozambique, the agriculture sector, which used to contribute more than 80% of the employment and 40-65% of GDP in 1980s, was seriously affected by the intensified civil war. The agricultural base and basic infrastructure such as roads and schools were destroyed or dilapidated during the civil war, so the productivity of the agriculture sector has fallen drastically. Even after the civil war was ceased in 1992, the agriculture sector has been occupying only around 30% of GDP. As a result, the rural villages cannot absorb the demobilized soldiers after the cease-fire and the former mine laborers from South Africa. Due to lack of employment opportunities, many demobilized soldiers and former mine laborers could not resettle in their home villages and tend to flow back into urban cities such as Maputo.

In order to remedy this situation, the Government of Mozambique plans to promote the resettlement of demobilized soldiers and mine laborers through agricultural and rural development in the rural area, which aims at

- achieving food sufficiency through the increased agricultural production,
- creating employment opportunities such as processing of surplus agricultural produce, and ultimately
- realizing self-reliant village development by the local people.

From this background, the Government of Mozambique requested this Study to the Government of Japan, with the objective to formulate a model village development plan in the area near the capital city, where

- there are many poor people including the demobilized soldiers and former mine laborers from South Africa,
- agricultural potential is high due to the location along the river,
- marketing potential for agricultural produce is also high due to the close location to the capital city, and
- self-reliant village development activities can be expected because village organizations have been already organized.

It is also expected that the Study Area can become a model case of participatory village development with the minimum external input, so the model can be easily replicated in other rural villages.

In addition, the Study Area was attacked by the large cyclones in February and March 2000, and the floods resulted by heavy rains had devastated the low land of the Study Area. Therefore it was decided to include emergency assistance for flood victims in this Study, in order to restore their living conditions at least up to the level before the floods.

2. Objectives of the Study

The objectives of the Study are as follows:

- 1) To formulate a village development plan with the target year of 2020 in the Study Area in Munguine and Maluana Localities in Manhiça District, Maputo Province, incorporating the following components, which ultimately aim at people-centered self-reliant development:
 - Achievement of food self-sufficiency with increased agricultural production
 - Livelihood improvement activities mainly targeting women
 - Job creation for the local population including demobilized soldiers and former mine laborers from South Africa
- 2) To provide necessary emergency assistance to the flood victims in the Study Area during the early stage of the Study
- 3) To implement the Study through the participatory process which involves the local administration and local people as much as possible, in order to facilitate themselves to plan village development plans and implement the pilot studies
- 4) To develop the appropriate methodology for formulation and implementation of small scale self-help village development activities with the minimum external input, and transfer this methodology to the counterpart in order to be utilized as a model for other areas

3. Basic Approaches of the Study and Capacity Building through Pilot Action Plans

The Study Team adopted the following basic approaches in order to achieve self-reliant village development in the Study Area:

- Use of the appropriate technologies which need low external input and make the maximum use of local resources for self-reliant village development (which aim at reducing the local population's dependency on the external assistance)
- Capacity building of the local people and local village organizations for sustainable development
- Empowerment of the disadvantaged people (such as women) through participatory development process
- Strengthening the Mozambican Government's capacity to work with the local population and local NGOs
- Collaboration and information/experience exchange with local and international NGOs and international donors, in order to develop a model for participatory self-help village development with a minimum external input

The foundation of these basic approaches is that the Study Team firmly believes in the resource-richness of the local population, and tried to build self-reliant development based on these strengths which the villagers already have. In the Study Area, local population had frequently received material assistance such as food, seeds, plows, water pumps and tractors after the civil war and the recent

floods, but unfortunately most of the donated equipment has not well utilized due to lack of skill or lack of operation and maintenance budget. Some tractors in the Study Area are broken and not operational because there is no fund to buy expensive spare parts, and there are many water pumps are left unused on the ground and collecting rust in vain. If local population continue to assume that development comes from outside, village development will not happen at all. The important lesson for the villagers is that they have to realize they are the ones who must develop their village using whatever resources they already have. The Study applied various low-cost appropriate technologies in pilot action plans, which the villagers already know how to use and can maintain easily without asking the donor for maintenance money. The Study successfully proved that the villagers were, in fact, empowered to initiate various self-reliant development activities, if they are trained and motivated in the right way.

4. Process of the Study

The Study was conducted through the steps illustrated in Figure S.1.

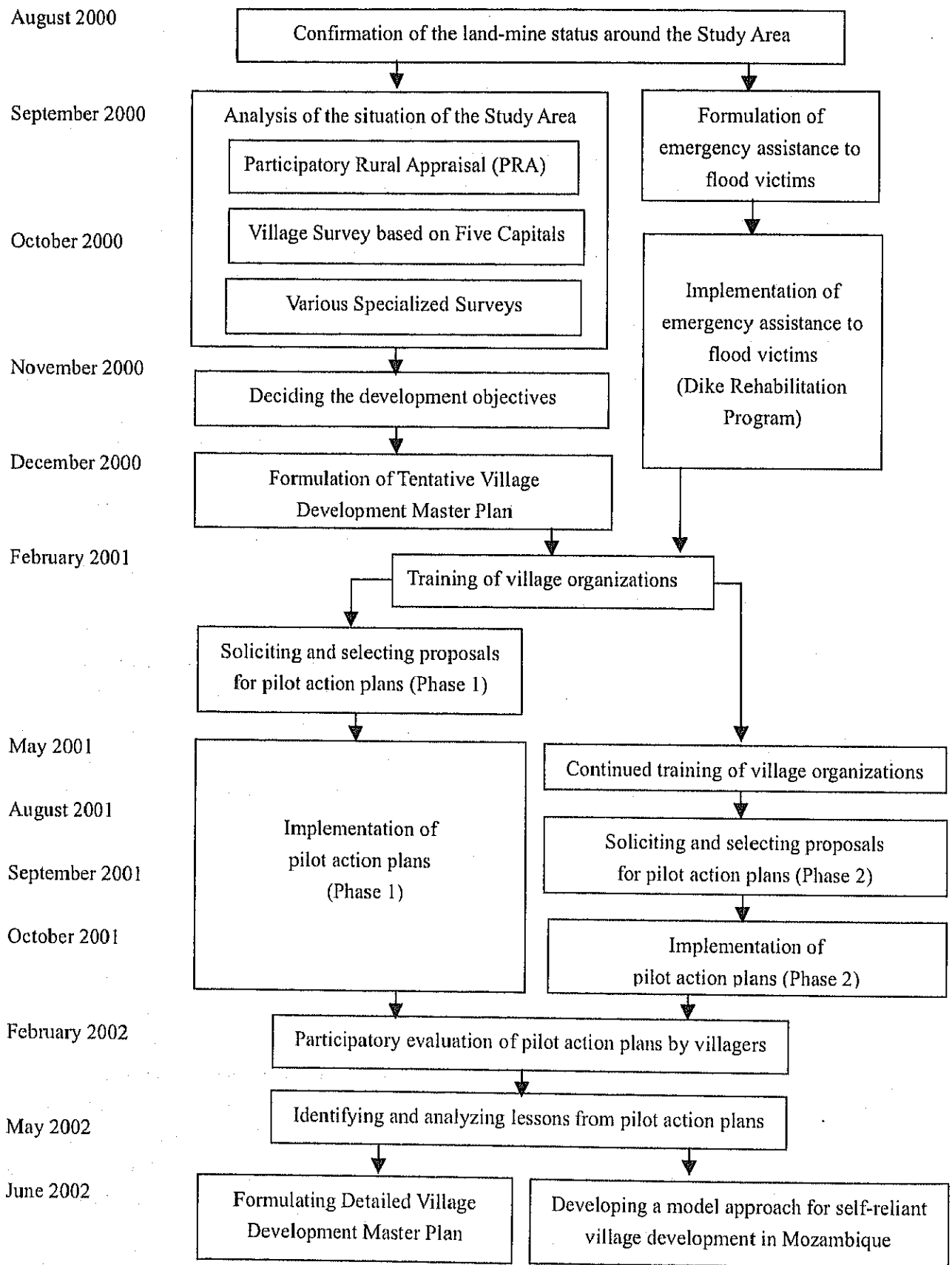
After confirming the land-mine situation around the Study Area, the Study identified the problems and needs in the Study Area through the following surveys:

- through PRA (Participatory Rural Appraisal) conducted in mid-September to mid-October 2000 in the Study Area, and
- through the analysis of five capitals (natural capital, social capital, human capital, physical capital, and financial capital) in the Study Area.

In PRA, the villagers were involved in identifying the most urgent problems and needs for them. The analysis of five capitals was conducted as a more systematic and analytical exercise by the Study Team. The results of these two methods were consolidated into five basic development objectives as priority needs for the Study Area. After identifying the development objectives, the appropriate strategies to achieve each development objective were formulated, keeping in mind the villagers' as well as the government's capacity, and the action programs were designed based on these strategies. These development goals, strategies and action programs become the contents of the village development master plan.

Since the Study emphasizes the importance of "learning by doing," the Study first developed the tentative village development master plan based on the result of the situation analysis, then implemented appropriate pilot action plans to respond to the urgent needs of the villagers, and elaborated the tentative master plan into the final master plan by learning lessons from the pilot action plans. The villagers were explained about the contents of the tentative master plan and trained to prepare proposals for pilot action plans. The Study Team selected pilot action plans based on the contents of the proposal as well as the capacity of the village organizations, and the pilot action plans were implemented by the villagers from May 2001 to February 2002. Lessons learned from the implementation of the pilot action plans were integrated into the final master plan as well as the model approach for self-reliant village development.

Figure S.1 Steps of the Study



The results of the Study are compiled into this report, divided by the following three parts:

Part 1: Situation Analysis of the Study Area

Part 2: Pilot Action Plans

Part 3: Master Plan and a Model Approach

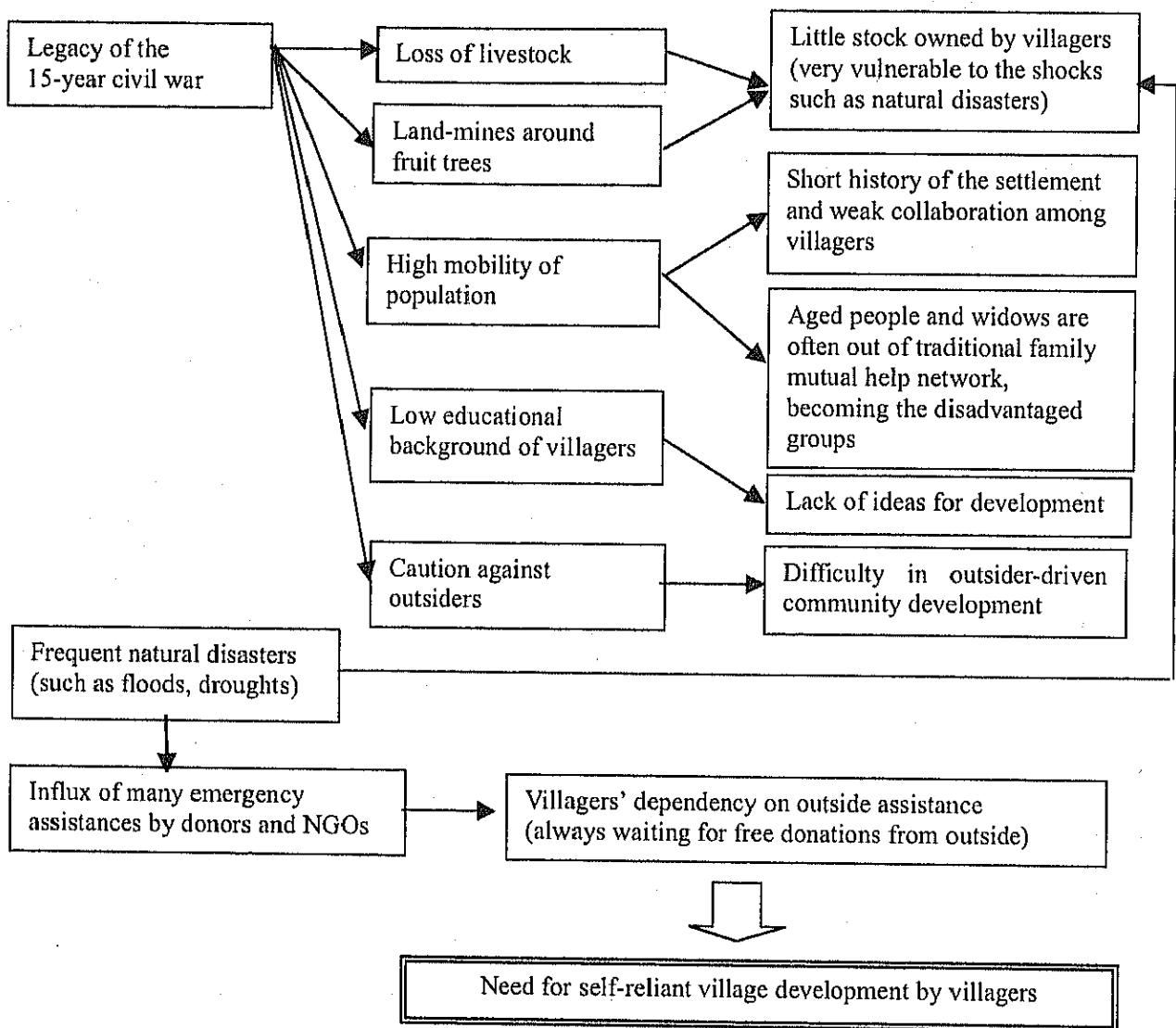
5. Situation Analysis of the Study Area

The most basic result of the situation analysis of the Study Area is summarized in Table S.1, which describes the major characteristics and development needs of three zones in the Study Area. Through the various surveys and the frequent contacts with the local population in the Study Area, the Study Team gradually realized that several problems are the most critical constraints for village development in the Study Area, which later turned out to be the common problems in most rural villages in Mozambique, and these problems and their relationship are illustrated in Figure S.2.

Table S.1 Zoning of the Study Area Based on the Result of Participatory Rural Appraisal

Zone	Locations	Major Characteristics	Major Development Needs
Lowland (along Incomati River)	Munguine (Bairro 1, 2, 3) Xerindza	<ul style="list-style-type: none"> ● Population: around 7,500 ● History: Many residents came from inland area during the civil war. ● Farm: fertile low land ● Agricultural Infrastructure: comparably well developed ● 13 Village Organizations ● Good access to water ● Poor access to EN1 road ● Good access to railway ● 1 Health Post ● 1 Upper Primary, 2 Lower Primary and 2 Community Schools 	<ul style="list-style-type: none"> ● Agriculture ● Livestock ● Income generation ● Road ● Literacy education for women ● Capacity building of village organizations
	Munguine (Bairro 4, 5) Pateque	<ul style="list-style-type: none"> ● Population: around 3,000 ● History: Many residents came from inland area during the civil war. ● Farm: fertile low land ● Agricultural Infrastructure: comparably less developed ● 6 Village Organizations ● Poor access to water ● Poor access to EN1 road ● Good access to railway ● 2 First Aid Posts ● 1 Lower Primary and 1 Community School 	<ul style="list-style-type: none"> ● Agricultural Infrastructure ● Water ● Health ● Income generation ● Road ● Literacy education for women ● Primary school ● Capacity building of village organizations
Highland (along EN 1)	Maluana (Bairro 1, 2, 3) Musutho	<ul style="list-style-type: none"> ● Population: around 2,500 ● History: Many residents went near River Incomati during the civil war and came back after the war. ● Farm: dry high land ● Agricultural Infrastructure: almost none ● 2 Village Organizations ● Poor access to water ● Good access to EN1 road ● Poor access to railway ● 1 Health Center with Maternity Wards ● 2 Lower Primary Schools 	<ul style="list-style-type: none"> ● Income generation ● Dry land agriculture ● Afforestation ● Mobilization of the villagers into village organizations

Figure S.2 Structure of the common problems in rural villages in Mozambique



6. Selection and Implementation of Pilot Action Plans

There were two opportunities to select pilot action plans in March and September 2001. Before soliciting the proposals for pilot action plans from village organizations in the first round and the second round, capacity building training was conducted in order for the village organizations to acquire the skill to develop a good proposal as well as to broaden their knowledge base on village development.

During the training session, the village organizations were informed that selection of the pilot action plans would be based on the following criteria:

- A small-scale project using appropriate technology for local population
- Short-term impacts in the village, if possible 6 months
- The minimal outside assistance is needed, because of a self-help community projects.
- Benefiting the disadvantaged people (such as widows, the poor, women, etc.)
- Long-term sustainability due to technical and financial feasibility
- Group members' willingness to participate in this project and share the cost of investment and maintenance
- Managerial and organizational capacity and the quality of leadership of the group

In the first selection of the pilot action plans, three village organizations were selected based on the following four criteria:

- Having a bank account,
- Strong participation by members (the number of members who attend in various meetings, women's participation),
- Quality of the proposal (financial and technical feasibility), and
- Organizational capacity (leadership, transparent accounting, and democratic management).

In the second selection of the pilot action plans, the following two more criteria were added, and six village organizations were selected:

- Income generation projects can be introduced for the well-organized village organizations, and
- Support to the less developed areas such as Pateque compared with Munguine and Maluana.

Monitoring of the pilot action plan is considered as very important in order to understand the process of capacity development of the village organizations: the village organizations may encounter some problems when implementing the pilot action plans, and how they cope with these problems is a good indicator for their organizational capacity as well as a good learning experience for them.

Table S.2 summarizes the target groups and the major activities of each pilot action plan. The objectives of implementing the pilot action plans are not only to meet the urgent needs for the local population by implementing some of the priority action programs identified in the village development master plan, but also to test the appropriateness and effectiveness of the basic approaches of this Study which described earlier, as well as experiment the participatory implementation method of each pilot action plan.

After the pilot action plans, the atmosphere has drastically changed in the Study Area. In the beginning of the Study, the people were still suspicious about the objectives of the Study, and repeatedly requested the Study Team for the donation of equipment and employment of the villagers in construction work of village infrastructure. While the Study Team implemented a "Food, Seed or Blanket for Work" emergency program in order to rehabilitate the dikes damaged by the flood of 2000 before the next rainy season started, the local population soon realized that the Study Team was trying to develop the local people's capacity so that the local population can propose and initiate their own development activities based on their own strengths. After a series of capacity building training for the village organizations, some organizations have become ready to take the responsibility to start their own small-scale development activities, so the pilot action plans were implemented by these organizations. While assisting these selected organizations in implementing the first round of the pilot action plans, the Study Team continued capacity development of all village organizations in order to keep them motivated for improving their own capacity, and after six months from the first round of selection of the pilot action plans, the second round of selection was conducted.

While it is considered too early to observe the quantifiable impacts of these pilot action plans, villagers' change of attitude from the passive recipients of outside aids to the initiators of their own development is clearly observed in many places in the Study Area. For example, after nine-month operation of the model farms experimenting low-external-input agriculture technologies, many villagers started to adopt these technologies, because they saw and understood how affordable and effective these techniques were. And now these small changes in the model farms are gradually spreading to other areas, so although this change of villagers' attitude is a small step, it can be considered as a fundamental change which will bring bigger changes and impacts in near future.

It is important to analyze the strengths and limits of the pilot action plans in order to identify the lessons from the pilot action plans. The strengths and limits of the pilot action plans were identified through direct observation, monitoring, and participatory evaluation, and the results are summarized in Table S.3, which are the lessons learned from the pilot action plans for the village development master plan in the Study Area as well as the model approach for self-reliant village development in Mozambique.

Table S.2 Target Groups and Major Activities of the Pilot Action Plans (1/2)

Pilot Action Plans	Target Groups and Budget	Major Activities
<p>1. Village Organizations Development Program (Phase 1 &2)</p>	<p>All village organizations in Munguine, pateque and Maluana (21 member organizations in Zonal Union of Associations and Co-operatives in Munguine)</p> <p>Total No. of Beneficiaries: 129 Budget: US\$ 25,400-</p>	<ul style="list-style-type: none"> • Village Organization Development Seminar (August 2001, 2-3 days x 3 places + 1 day common, 67 participants in total, collaboration with Kulima) • Agriculture Management Seminar (October – November 2001, 4 days x 2 places, 27 participants in total, collaboration with Kulima) • Small Business Management Seminar (November 2001, 3 days x 2 places, 27 participants, collaboration with Kulima) • Study Tour to Cumbene (October 2001, 8 participants, collaboration with ActionAid UK)
<p>2. Animal Traction Program (Phase 1&2)</p>	<p><u>Phase 1</u> (1) Association of Ex-Miners (18 members) (2) Co-operative Maguiguana (94 members) (3) Association Pateque Block 1 (14 members)</p> <p><u>Phase 2 (in Pateque and Maluana)</u> (4) Association Pateque Block 2 (104 members) (5) Association Pateque Block 3 (97 members) (6) Co-operative Maluana (100 members)</p> <p>Total No. of Beneficiaries: 427 Budget: US\$ 18,700-</p>	<ul style="list-style-type: none"> • Provision of Animal Traction Sets through Cost Sharing (1 set = 2 oxen, 1 plough, 1 harrow, 1 ox-cart) (Phase 1: June 2001, Phase 2: September 2001) • Monitoring how the village organizations were utilizing the animal traction set (how to charge and collect the fee from users, fairness in deciding the users, transparency in accounting, capacity to solve the problems when they occurred, etc.) (ATAP veterinarian collaborated to keep the oxen healthy.)
<p>3. Low External Input Agriculture Program (Phase 1&2)</p>	<p><u>Phase 1 (Low Land, Mainly Vegetables and Crops)</u> (1) Association of Ex-Miners (2) Co-operative Maguiguana (3) Association Pateque Block 1</p> <p><u>Phase 2 (High Land, mainly Fruit Trees)</u> (4) Association Pateque Block 1 (5) Co-operative Maluana</p> <p>Total No. of Beneficiaries: 427 Budget: US\$ 20,300-</p>	<ul style="list-style-type: none"> • Establishment and Management of Model Farms (Low Land : 0.15-0.30 ha x 3 Farms, High Land: 0.50-1.00 ha x 2 Farms, Using the Communal Lands where villagers voluntarily work 1-2 days per week) • Natural Farming Seminars by South African Permaculturist (July 2001, 2 days x 3 places; February-March 2002, 2 days x 5 places) • Study Tour to Maputo Central Market and Vegetable Farms near Maputo City (November 2001, 16 participants)
<p>4. Rural Water Supply and Water User's Group Capacity Building Program (Phase 1&2)</p>	<p>(1) Maluana Bairro 1 No. of users of the borehole: 73 households</p> <p>(2) Munguine Bairro 2 No. of users of the borehole: 116 households</p> <p>Total No. of Beneficiaries: 189 households Budget: US\$ 46,500-</p>	<ul style="list-style-type: none"> • Digging 2 Boreholes through Cost Sharing (September – October 2001) • Training of Water Group members (5 in Maluana, 6 in Munguine), Maintenance and Repair Groups (6 in Maluana, 8 in Munguine), Hygiene Education Promoters (8 in Maluana, 7 in Munguine, mainly female) • Hygiene Education in Schools and at Home • Charging Monthly Water Fee • Monitoring Maintenance Situation

Table S.2 Target Groups and Major Activities of the Pilot Action Plans (2/2)

Pilot Action Plans	Target Groups and Cost	Major Activities
<p>5. Improved Cooking Stove Program (Phase 1&2)</p>	<p>(1) Women in Munguine (through Zonal Union of Associations and Co-operatives in Munguine)</p> <p>(2) Women in Maluana (through Co-operative Maluan)</p> <p>(3) Women in Pateque (through Association Pateque Block 1)</p> <p>Total No. of Beneficiaries: 77 Budget: US\$ 5,600-</p>	<ul style="list-style-type: none"> • Survey of Existing Cooking Stoves (October 2001, 1 day x 3 places) • Improved Cooking Stove Introductory Seminar (November 2001, 2 days x 3 places, 39 participants in total, collaboration with Tanzanian staff in UNDP) • Improved Cooking Stove Manufacturing Seminar (November 2001, 3 days x 2 places, 38 participants in total, collaboration with Tanzanian staff in UNDP) • Manufacturing and Dissemination of Improved Cooking Stove by Seminar Participants and Monitoring
<p>6. Chicken Raising Program (Phase2)</p>	<p>Association Cubomo (2 poultry groups were organized, and from each group, 10 core members were trained.)</p> <p>Total No. of Beneficiaries: 116 Budget: US\$ 6,200-</p>	<ul style="list-style-type: none"> • Chicken Raising Seminar (October – November 2001, 1 day common + 4 days per group, 20 participants in total, collaboration with University Eduardo Mondlane) • Implementation of First Round of Chicken Raising through Cost Sharing (November – December 2001, construction of 2 chicken houses, 100 chicks per group which can grow to enough size for sale in about 40 days) • Implementation of Second and Third Round of Chicken Raising using the Sales of First Round (December 2001 – March 2002)
<p>7. Food Shop Management Program for Widows and Single Mothers (Phase 2)</p>	<p>Association of Ex-Miners (8 single mothers and widows in particular)</p> <p>Total No. of Beneficiaries: 18 Budget: US\$ 4,900-</p>	<ul style="list-style-type: none"> • Construction of Food Shop near Munguine Railway Station through Cost Sharing (November 2001) • Small Shop Management Seminar (December 2001, 5 days, 11 participants, collaboration with Ministry of Labor's training and Consulting Unit, CEFE) • Selection of Employees for Food Shop (mainly single mothers and widows) • Operation and Management of Food Shop (from February 2002)
<p>8. Sewing Training Program for Youth (Phase 2)</p>	<p>Zonal Union of Associations and Co-operatives in Munguine (unemployed youth in particular)</p> <p>Total No. of Beneficiaries: 4 Budget: US\$ 160-</p>	<ul style="list-style-type: none"> • Repair of 3 sewing machines donated by NGO and purchase of cloths (November 2001) • Operation of Sewing Shop by Local Tailor (from November 2001) • Sewing Training of Youth by Local Tailor (February – March 2002, 15 days, 3 participants)
<p>9. Local Administrative Capacity Building Program (Phase 1&2)</p>	<p>Staff of Manhiça District Administration including Administrative Post of Maluana</p> <p>Total No. of Beneficiaries: 154 Budget: US\$ 5,100-</p>	<ul style="list-style-type: none"> • First Local Administration Workshop (August 2001, 1 day, 35 participants) • Second Local Administration Workshop (November 2001, 1 day x 2 places, 40 officials and 30 village leaders) • Third Local Administration Workshop (February 2002, 1 day, 25 participants, collaboration with ActionAid UK) • Workshop for IMAP trainers (March 2002, 1 day, 24 participants)

Table S.3 Strengths and Limits of the Pilot Action Plans: Lessons for Master Plan

Pilot Action Plans	Strengths	Limits
1. Village Organizations Development Program (Phase 1 &2)	<ul style="list-style-type: none"> • Flexible workshop design based on the villagers' needs and capacity. • Use of local facilitators and lecturers from local NGO. • Emphasis on practical experience on organizational management through implementation of pilot action plans 	<ul style="list-style-type: none"> • Limited number of participants from village organizations (mainly only leaders attended). • For some topics, mainly lectures were given, which were less practical to villagers.
2. Animal Traction Program (Phase 1&2)	<ul style="list-style-type: none"> • Increased cultivated land. • Utilizing elders' traditional knowledge for animal traction. • Managing animal traction was a good practical experience to improve organizational capacity 	<ul style="list-style-type: none"> • Limited number of village organizations participated. • In some organizations, leaders monopolized the use of oxen. • Strong demand for female cows to reproduce.
3. Low External Input Agriculture Program (Phase 1&2)	<ul style="list-style-type: none"> • Positive effects of some low external input techniques which use local resources without the cost. • Use of communal land for demonstration farms and use of communal work system • Income generation through vegetable growing 	<ul style="list-style-type: none"> • More time needed to show the effectiveness of organic agriculture • Difficulty to transfer agricultural techniques and knowledge to a large number of villagers through demonstration farms.
4. Rural Water Supply and Water User's Group Capacity Building Program (Phase 1&2)	<ul style="list-style-type: none"> • Responding to the villagers' strong need for new boreholes. • Practical training for water committees, maintenance groups, and hygiene education volunteers. • Community decision to share the initial cost of the borehole and collect monthly water fee. 	<ul style="list-style-type: none"> • High cost for digging a borehole. • Difficulty to collect water fee from the outsiders who live outside of the community but come to the borehole. • Difficulty to keep collecting the monthly water fee when there is no breakdown of the well.
5. Improved Cooking Stove Program (Phase 1&2)	<ul style="list-style-type: none"> • Effective demonstration on how to make improved cooking stoves. • Utilization of local material only with simple technology. • Income generation by constructing the stove for others. 	<ul style="list-style-type: none"> • Limited number of participants. • Weekly maintenance of the stove is necessary, although it is simple. • Need for the ceiling to protect the stove from the rain. • Need to cut the firewood to the appropriate sizes to put in the stove.
6. Chicken Raising Program (Phase2)	<ul style="list-style-type: none"> • Sustainable operation by using profit • Good management due to the strong leadership. • High incentive due to the profit. 	<ul style="list-style-type: none"> • Limited number of participants. • High cost for improved chicks and special feeds (modern technology). • Little use of local resources. • Market for chicken may become more competitive in the future.
7. Food Shop Management Program for Widows and Single Mothers (Phase 2)	<ul style="list-style-type: none"> • Sustainable operation by using profit • Women hired as shop keepers. 	<ul style="list-style-type: none"> • Men dominating in management and accountancy. • High competition with the similar food shops.
8. Sewing Training Program for Youth (Phase 2)	<ul style="list-style-type: none"> • Good operation of a sewing shop. 	<ul style="list-style-type: none"> • Limited number of the youth trained. • Market for sewing in the village may be not big enough.
9. Local Administrative Capacity Building Program (Phase 1&2)	<ul style="list-style-type: none"> • Participatory workshops were effective to motivate local administration staff for better work. 	<ul style="list-style-type: none"> • Limited budget and resources in local administration restrict the work of local administration staff.

7. Village Development Master Plan

The village development master plan for the Study Area was developed to achieve the following five basic development objectives, which were identified as the priority needs for the Study Area by the Study Team:

- 1) Stable and better agricultural and livestock production
- 2) Better satisfaction of basic human needs (water, education, health, road, electricity, etc.)
- 3) Income generation and self-employment creation
- 4) Conservation of the natural environment (especially in high land)
- 5) Capacity building of village organizations and the local government

After dividing the above five basic development objectives into sub-sectors such as agriculture, education, health, water, village organizations and local administration, the short-term (from 2003 to 2005), mid-term (from 2006 to 2010), and long-term (from 2011 to 2020) development objectives were designed in order to facilitate step-by-step development for the villagers, as shown in Table S.4. For each objective described in Table S.4, development strategies and action programs were formulated to achieve the objective. The short-, mid- and long-term action programs under each sub-sector were designed as shown in Table S.5. Description of these action programs is provided in Chapter 23 in this report.

Table S.4 Short-, Mid- and Long-Term Objectives in Village Development Master Plan

Basic Development Objective	Sub-sectors	Short-Term (2003-2005)	Mid-Term (2006-2010)	Long-Term (2011-2020)
1) Stable and better agricultural and livestock production	1-1) Agriculture	<ul style="list-style-type: none"> to achieve food self-sufficiency (food security) 	<ul style="list-style-type: none"> to improve the agricultural production and productivity 	<ul style="list-style-type: none"> to establish strategic production and marketing system
	1-2) Agricultural Infrastructure	<ul style="list-style-type: none"> to protect against the flood and improve on-farm water management 	<ul style="list-style-type: none"> to continue to protect against the flood and improve on-farm water management 	<ul style="list-style-type: none"> to improve the canal and farm roads
	1-3) Livestock	<ul style="list-style-type: none"> to improve agricultural production through animal traction 	<ul style="list-style-type: none"> to increase income through better livestock production 	<ul style="list-style-type: none"> to further increase income through better livestock production
2) Better satisfaction of basic human needs	2-1) Education	<ul style="list-style-type: none"> to improve literacy rate especially among women 	<ul style="list-style-type: none"> to improve the access to the upper primary and secondary education 	<ul style="list-style-type: none"> to improve the access to the higher education
	2-2) Health	<ul style="list-style-type: none"> to improve the health of mothers and children 	<ul style="list-style-type: none"> to improve the quality of health services 	<ul style="list-style-type: none"> to establish sustainable and affordable health service for all villagers
	2-3) Water	<ul style="list-style-type: none"> to sustain water supply pilot action plan 	<ul style="list-style-type: none"> to rehabilitate or construct at least 10 water points 	<ul style="list-style-type: none"> to rehabilitate or construct at least 10 water points
	2-4) Road	<ul style="list-style-type: none"> to conduct a feasibility study for road improvement and implement two pilot activities 	<ul style="list-style-type: none"> to continue road improvement and maintenance 	<ul style="list-style-type: none"> to continue road improvement and maintenance
	2-5) Electricity	<ul style="list-style-type: none"> to conduct a feasibility study for rural electrification 	<ul style="list-style-type: none"> to implement small scale rural electrification pilot projects 	<ul style="list-style-type: none"> to scale up rural electrification projects
	2-6) Women	<ul style="list-style-type: none"> to reduce women's work burden 	<ul style="list-style-type: none"> to improve women's economic status 	<ul style="list-style-type: none"> to improve women's political status
3) Income generation and self-employment creation		<ul style="list-style-type: none"> to continue successful income generation pilot action plans 	<ul style="list-style-type: none"> to expand income generation and self-employment activities 	<ul style="list-style-type: none"> to disseminate experiences of income generation & self-employment creation
4) Conservation of the natural resource and environment		<ul style="list-style-type: none"> to plant fruit trees in high lands 	<ul style="list-style-type: none"> to cover the high lands with green 	<ul style="list-style-type: none"> to establish sustainable production system in high lands
5) Capacity building	5-1) Village Organizations	<ul style="list-style-type: none"> to continue village organization development pilot action plan 	<ul style="list-style-type: none"> to diversify activities of village organizations 	<ul style="list-style-type: none"> to disseminate experiences of village organization development
	5-2) Local Administration	<ul style="list-style-type: none"> to implement Village Development Program with Local Administration Component 	<ul style="list-style-type: none"> to improve District-level planning capacity 	<ul style="list-style-type: none"> to support National Public Servants Training System (SIFAP)

Table S.5 Action Programs in Village Development Master Plan

Sector	Sub-sector	Action Program	Implementation Schedule			
			Short-term (2003-2005)	Mid-term (2006-2010)	Long-term (2011-2020)	
1. Agriculture and Livestock	1.1 Agriculture	(1) Ecological Agriculture and Livestock Production Extension Program	○			
		(2) Group Marketing Program		○		
		(3) Agri-product Processing Program		○		
		(4) Strategic Marketing Promotion Program			○	
	1.2 Agricultural Infrastructure	(1) Flood Protection Dike Program	○	○		
		(2) On-farm Water Management Program	○	○		
		(3) Canal Improvement Program	○	○	○	
	1.3 Livestock	(1) Animal Traction Program	○			
		(2) Chicken Raising Program	○	○		
		(3) Livestock Revolving Program	○	○		
		(4) Intensive Livestock Development Program			○	
	2. Basic Human Needs	2.1 Education	(1) Adult Literacy Program for Women	○		
(2) Educational Awareness Campaign			○			
(3) Primary School Teachers and Principals Capacity Building Program			○			
(4) Upper Primary and Secondary School Construction Program				○		
(5) Secondary School Teachers and Principals Capacity Building Program				○		
(6) Scholarship Revolving Fund Program					○	
2.2 Health		(1) Nutrition Education Program	○			
		(2) Health Education and Immunization Program	○			
		(3) Health Personnel Capacity Building Program		○		
		(4) Traditional Health Practitioners Capacity Building Program		○		
		(5) Health Center Facility Expansion and Upgrading Program			○	
		(6) Community Health Financing and Insurance Program			○	
2.3 Water		(1) Demand-Responsive Rural Water Supply Program	○	○	○	
2.4 Road		(1) Rural Road Program	○	○	○	
2.5 Electricity		(1) Rural Electrification Program	○	○	○	
2.6 Women		(1) Improved Cooking Stove Program	○			
		(2) Capacity Building Program for Rural Women		○		
		(3) Women Leadership Development Program			○	
3. Income Generation and Self-Employment Creation			(1) Successful Income Generation Projects Expansion Program	○		
			(2) Community Development Micro Finance Program	○		
			(3) Scaling Up Income Generation and Self-Employment Program		○	
	(4) Community-Financed Income Generation and Self-Employment Program			○		
	(5) Village Self-Development Training School Program				○	
4. Natural Resource and Environment		(1) High Land Fruit Tree Planting Program	○			
		(2) High Land Green Covering Program		○		
		(3) Integrated Agro-Pastoral Production Program			○	
5. Capacity Building	5.1 Village Organizations	(1) Village Organization Capacity Building Program	○			
		(2) Model Village Organization and Social Equity Program		○		
		(3) Village Organization Capacity Development Dissemination Program			○	
	5.2 Local Administration	(1) Village Development Program with Local Administration Component	○	○	○	
		(2) District-Level Planning Capacity Building Program	○	○	○	
		(3) National Public Servants Training System (SIFAP) Support Program	○	○	○	

8. Model Approach for Self-Reliant Village Development

The problems described in the situation analysis section of the Study Area can be considered as the common problems in most of rural villages in Mozambique, and can be described as a state of the low social capital and human capital. So in order to remedy this situation, it is necessary to first enhance social and human capitals through capacity building of the village organizations and providing the organizations the chance to implement small-scale participatory village development activities.

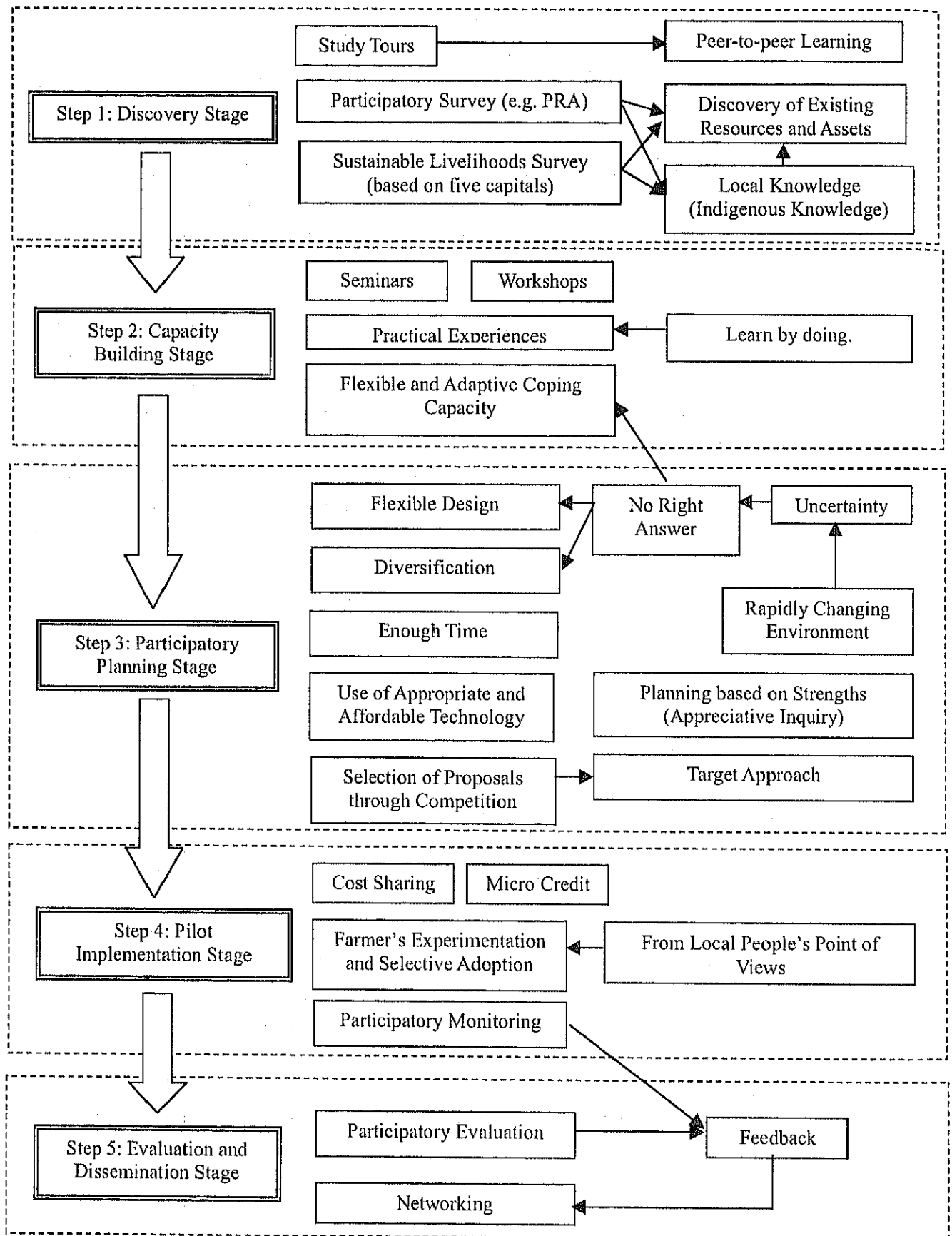
Based on the experiences of the pilot action plans, the Study Team formulated a model approach to realize self-reliant village development, which is illustrated in Figure S.3. This model approach can be utilized by anyone who are interested in using this model and working for village development in Mozambique.

As explained in the section of the basic approaches of the Study, the best features of this model approach are Step 1 (Discovery Stage) and Stage 2 (Capacity Building Stage). Most of development projects tend to start from Step 3 (Participatory Planning Stage), but the Study Team realized that it is important to take enough time to implement Steps 1 and 2 before starting Step 3. Step 1 (Discovery Stage) aims at widening villagers' knowledge on village development through farmer-to-farmer visits or participatory village surveys. Through this process, the villagers will be able to notice many locally available resources and even discover some "hidden local treasures" which they can utilize for village development. They will be surprised to find how they are resourceful, gain more self-confidence about their culture and tradition, and be empowered enough to initiate village development activities based on their own strengths. Capacity building (Stage 2) of village organizations is one of the most effective ways to make organized efforts to realize and sustain self-reliant village development.

The important lesson from the pilot action plans is to start with a small number of the committed people who are willing to volunteer their time and resources and take a risk. Since the people around them are always watching what is going on, if they observe the success of these pioneers, many followers will appear instantly. So start small and expand slowly. Do not be in haste in village development. That is one of the most important lessons from the Study.

In general, the future local development initiatives should be directly funded by the District Government, because the District Government is much closer to the local population, so better situated to understand the local realities and needs than the Central and Provincial Governments. Even so, there is also the possibility to mobilize local financial resources through a community micro-finance scheme such as saving and credit clubs or village banks. Since some successful income generating activities (such as chicken raising) have already taken a root in the Study Area, the profit from these successful activities can be mobilized to start a small rotating fund for community development, even though the initial fund might be small. Remember that "Start small and expand slowly." By starting a small rotating fund, villagers will be able to mobilize and accumulate local financial resources step by step.

Figure S.3 Typical Steps for Planning and Implementing Self-Reliant Village Development Programs



1. Introduction

1.1 Background of the Study

In the Republic of Mozambique, the agricultural sector, which used to contribute more than 80% of the employment and 40-65% of GDP in 1980s, was seriously affected by the intensified civil war. The agricultural base and basic infrastructure such as roads and schools were destroyed or dilapidated during the civil war, so the productivity of the agriculture sector has fallen drastically. Although the civil war was ceased in 1992, the agricultural sector has occupied only around 30% of GDP since then. As a result, the rural villages cannot absorb the demobilized soldiers after the cease-fire and the former mine laborers from South Africa. Due to lack of employment opportunities, many demobilized soldiers and former mine laborers could not resettle in their home villages and tend to flow back into urban cities such as Maputo.

In order to remedy this situation, the Government of Mozambique plans to promote the resettlement of demobilized soldiers and mine laborers through agricultural and rural development in the villages, which aims at:

- (a) achieving food sufficiency through the increased agricultural production,
- (b) creating employment opportunities such as processing of surplus agricultural produce, and ultimately
- (c) realizing self-reliant village development by the local people.

From this background, the Government of Mozambique requested this Study to the Government of Japan, with the objective to formulate a model village development plan in the area near the capital city, where

- (a) there are many poor people including the demobilized soldiers and former mine laborers from South Africa,
- (b) agricultural potential is high due to the location along the river,
- (c) the marketing potential for agricultural produce is also high due to the close location to the capital city, and
- (d) the self-reliant village development activities can be expected because village organizations have already been organized.

It is also expected that the Study Area can become a model case of the participatory village development with a minimum external input, and therefore the model can be easily replicated in other rural villages.

In addition, the Study Area was attacked by the large cyclones in February and March 2000, and the floods resulted by heavy rains had devastated the low land of the Study Area. Therefore it was decided

to include emergency assistance for flood victims in this Study, in order to restore their living conditions at least up to the level before the floods.

1.2 Objectives of the Study

The objectives of the Study are as follows:

- 1) To formulate a village development plan with the target year of 2020 in the Study Area incorporating the following components, which ultimately aim at people-centered self-reliant development:
 - The achievement of food self-sufficiency with increased agricultural production
 - Livelihood improvement activities mainly targeting for women
 - Employment creation for the local population including demobilized soldiers and former mine laborers from South Africa
- 2) To provide necessary emergency assistance for the flood victims in the Study Area during the early stage of the Study
- 3) To implement the Study through the participatory process which involves the local administration and local people as much as possible, in order to facilitate themselves to plan village development plans and implement the pilot studies
- 4) To develop the appropriate methodology for formulation and implementation of small scale self-help village development activities with the minimum external input, and transfer this methodology to the counterpart in order to be utilized as a model for other areas

1.3 Study Area

The Study Area is Munguine Locality (Bairro 1, 2, 3, 4, 5, Machovane and Pateque) and Maluana Locality (Bairro 1, 2, 3, Xirindza, and Pafeni, excluding Macandzene which is located to the northwest of Maluana town), Manhiça District, Maputo Province in Mozambique. The Study Area includes the high land area as a living base, and the low land area as an agricultural production base.

1.4 Basic Approaches of the Study

The following are the basic approaches of the Study to achieve self-reliant village development in rural Mozambique:

- Use of the appropriate technologies which need low external input and make the maximum use of local resources for self-reliant village development (which aim at reducing the local population's dependency on the external assistance)
- Capacity building of the local people and local village organizations for sustainable development

- Empowerment of the disadvantaged people (such as women) through participatory development process
- Strengthening the Mozambican Government's capacity to work with the local population and local NGOs
- Collaboration and information/experience exchange with local and international NGOs and international donors, in order to develop a model for participatory self-help village development with the minimum external input

The foundation of these basic approaches is that the Study Team firmly believes in the resource-richness of the local population, and tried to build self-reliant development based on these strengths which the villagers already have. In the Study Area, local population had frequently received material assistance such as food, seeds, plows, water pumps and tractors after the civil war and the recent floods, but unfortunately most of the donated equipment has not well utilized due to lack of skill or lack of operation and maintenance budget. Some tractors in the Study Area are broken and not operational because there is no fund to buy expensive spare parts, and there are many water pumps are left unused on the ground and collecting rust in vain. If local population continue to assume that development comes from outside, village development will not happen at all. The important lesson for the villagers is that they have to realize they are the ones who must develop their village using whatever resources they already have. The Study experimented various low-cost appropriate technologies in pilot action plans, which the villagers already know how to use and can maintain easily without asking the donor for maintenance money. The Study successfully proved that the villagers were, in fact, empowered to initiate various self-reliant development activities, if they are trained and motivated in the right way.

1.5 Study Team Members

The Study Team consists of the following 13 members:

Name	Affiliation	Assignment
1. Mr. Kiyofumi Tanaka	International Development Center of Japan (IDCJ)	Team Leader and Participatory Development
2. Dr. Junichi Watanabe	International Development Center of Japan (IDCJ)	Village Organization
3. Ms. Amélia Zambeze	International Development Center of Japan (IDCJ) (AMRU = Mozambican Association for Rural Women)	Gender
4. Dr. S. Gaye Thompson	International Development Center of Japan (IDCJ) (Sustém Consultores, Lda.)	Rural Water Supply
5. Mr. Kunio Ohta	Sanyu Consultants Inc. (SCI)	Agricultural Infrastructure
6. Mr. Masaki Miki	Sanyu Consultants Inc. (SCI)	Farming and Marketing (A)
7. Mr. Katsuhisa Yamasaki (from 2001)	International Development Center of Japan (IDCJ)	Farming and Marketing (B) (Low External Input Agriculture)
8. Mr. Iwami Orita (from 2001)	Sanyu Consultants Inc. (SCI) (Earth and Human Corporation)	Livestock
9. Mr. Shinichiro Yoshida (from 2001)	International Development Center of Japan (IDCJ)	Local Administration
10. Mr. Shinichi Arai (in 2000)	Sanyu Consultants Inc. (SCI)	Assistance to Flood Victims
11. Mr. Koji Sato (in 2000)	International Development Center of Japan (IDCJ)	Coordinator (A)
12. Mr. Takafumi Nakase (in 2001-2002)	International Development Center of Japan (IDCJ)	Coordinator (B)
13. Mr. Shingo Saito (in 2002)	International Development Center of Japan (IDCJ)	Coordinator (C)

The assignment schedules of the Study Team members are described in Table 1.1 (First Fiscal Year), Table 1.2 (Second Fiscal Year) and Table 1.3 (Third Fiscal Year).

Table 1.1 Assignment Schedule (First Fiscal Year)

Assignment	Name	Affiliation	Rank	FY 2000 (First Year Part 1)												FY 2000 (First Year Part 2)				Man-Month					
				2000												2001				First Year Part 1		First Year Part 2		First Year Total	
				July	August	September	October	November	December	January	February	March	Field	Domestic	Field	Domestic	Field	Domestic	Field	Domestic					
1	Team Leader and Participatory Development	Kiyofumi Tanaka	IDCJ	2	7	15	16	26	17	1	17	26	1	1	11	11	3.40	0.83	0.37	0.00	3.77	0.83			
2	Village Organization	Junichi Watanabe	IDCJ	3	7	7	49	24	14	43	26	2	5	49	2	1.63	1.43	1.63	0.00	3.26	1.43				
3	Gender	Amelia Zambeze	IDCJ (AMRU)	4	18	30	16						12	30	13	1.00	0.00	1.00	0.00	2.00	0.00				
4	Rural Water Supply	Gaye Thompson	IDCJ (Sustem)	3	18	51	6	5	40	13			12	32	15	3.03	0.00	1.07	0.00	4.10	0.00				
5	Agricultural Infrastructure	Kunio Ohta	SCI	3	7	15	16	123	15	16	41	26	1	53	2	4.10	1.67	1.77	0.00	5.87	1.67				
6	Farming and Marketing (A)	Masaki Miki	SCI	4	16	64	17	19	43	30			5	49	25	2.13	1.43	1.63	0.00	3.76	1.43				
7	Assistance to Flood Victims	Shimichi Arai	SCI	4	16	150	12									5.00	0.00	0.00	0.00	5.00	0.00				
8	Coordinator (A)	Koji Sato	IDCJ	5	16	30	14									1.00	0.00	0.00	0.00	1.00	0.00				
9	Coordinator (B)	Takafumi Nakase	IDCJ	6									12	30	13	0.00	0.00	1.00	0.00	1.00	0.00				
Report (Δ)				Δ	ICR	Δ	PR/R(1)	Δ	IT/R	Δ	PR/R(2)	Δ	Total Man-Month (excluding co-ordinator)		20.29	5.36	7.47	0.00	27.76	5.36	33.12				
Legend				Fieldwork in Mozambique (JICA finance)	Fieldwork in Mozambique (IDCJ finance)	Home Office Work in Japan	PR/R(1)	IT/R	PR/R(2)																

IDCJ = International Development Center of Japar
 SCI = Sanyu Consultants Inc., Japar
 AMRU = Mozambican Association for Rural Women
 ICR = Inception Report
 PR/R = Progress Report
 IT/R = Interim Report
 FY = Fiscal Year

Table 1.2 Assignment Schedule (Second Fiscal Year)

Assignment	Name	Affiliation	Rank	FY 2001 (Second Fiscal Year)												Man-Month			
				2001						2002						Field	Domestic		
				April	May	June	July	August	September	October	November	December	January	February	March				
1	Team Leader and Participatory Development	IDCJ	2		13		(118)		7				14	(66)	20	6.13	0.00		
2	Village Organization	IDCJ	3		15	(20)		1	(93)		2	(14)	16		19	(30)	20	4.77	0.00
3	Gender	IDCJ (AMRU)	4		16	(15)	30		10	(15)	24				1	(15)	15	1.00	0.00
4	Rural Water Supply	IDCJ (Sustem)	3		16	(29)	13		10	(26)	5				20	(24)	15	2.63	0.00
5	Agricultural Infrastructure	SCI	3		13	(30)	11		8	(30)	7				19	(30)	20	3.00	0.00
6	Farming and Marketing (A)	SCI	4												19	(30)	20	1.00	0.00
7	Farming and Marketing (B) (Low-Input Agriculture)	IDCJ	5			16	(45)	30	(48)	16		20	(30)	18	(14)	2		2.50	0.00
8	Local Administration	IDCJ	3					4	(30)	12		1	(30)	30	19	(30)	20	3.00	0.00
9	Livestock	SCI (EHC)	3		13	(41)	22		1	(30)	30				2	(19)	20	3.00	0.00
10	Co-ordinator (B)	IDCJ	6												19	(30)	20	(1.00)	(0.00)
Report (Δ)				Δ												PR/R(4)			
Legend				Fieldwork in Mozambique (JICA finance)												Total Man-Month (excluding co-ordinator)			
				Fieldwork in Mozambique (IDCJ finance)												27.03			
Abbreviations				IDCJ = International Development Center of Japan												PR/R = Progress Report			
				SCI = Sanya Consultants Inc., Japan												FY = Fiscal Year			
				AMRU = Mozambican Association for Rural Women															
				EHC = Earth and Human Corporation, Japan															

Table 1.3 Assignment Schedule (Third Fiscal Year)

Assignment	Name	Affiliation	Rank	FY 2002 (Third Fiscal Year)												Man-Month	
				2002												Third Year	
				April	May	June	July	August	September	October	November	December	Field	Domestic			
1	Team Leader and Participatory Development	IDCJ	2		8	(66)	12		1	20	20	20(10)29				0.33	2.87
2	Village Organization	IDCJ	3		8	(66)	12		1	(10)	10	20(9)28				0.30	2.53
3	Gender	IDCJ (AMRU)	4									21(5)25				0.17	0.00
4	Rural Water Supply	IDCJ (Sustem)	3		18(14)31	1	(16)16									0.47	0.53
5	Agricultural Infrastructure	SCI	3		18	(20)6										0.00	0.67
6	Farming and Marketing (A)	SCI	4		18	(40)	26									0.00	1.33
7	Local Administration	IDCJ	3		18	(30)	16									0.00	1.00
8	Livestock	SCI (EHC)	3		18	(20)6										0.00	0.67
9	Co-ordinator (C)	IDCJ	6									12(20)31				(0.67)	(0.00)
Report (Δ)				Δ												Δ	
Legend				Fieldwork in Mozambique												Home Office Work in Japan	
Abbreviations				IDCJ = International Development Center of Japan												DF/R = Draft Final Report	
				SCI = Sanyu Consultants Inc., Japan												F/R = Final Report	
				AMRU = Mozambican Association for Rural Women												FY = Fiscal Year	
				EHC = Earth and Human Corporation, Japan													
				Total Man-Month (excluding co-ordinator)												9.60	
																10.87	

1.6 Counterparts

The following governmental counterparts are assigned for the Study Team, co-ordinated by the Department of Job Promotion (GPE), Ministry of Labor, Government of Mozambique:

Ministry of Labor (Department of Job Promotion)

Name	Position
Ms. Marta Isabel Maté	Director General
Mr. Joseph Fayia Bimba	International Agricultural Consultant (Chief Counterpart)
Mr. João Ubisse	Technician for Job Promotion
Mr. Fernando António Nhaca	Agricultural Extensionist in Munguine

Ministry of Agriculture and Rural Development

Name	Position
Ms. Isabel Paulo Cossa	National Directorate of Rural Development
Mr. Manuel Tinga Manguenze	Chief, National Directorate of Agricultural Hydraulics
Mr. Leonardo Lucas	Engineer, National Institute for Agronomic Investigation (INIA)
Mr. Carlos Lobo Sapato	Chief, Agricultural Services Department, Provincial Directorate of Agriculture and Rural Development, Maputo Province

Ministry of Public Works and Housing

Name	Position
Mr. Julião Nihoa Assane (or Mr. Armando Chirindza)	Provincial Directorate of Public Works and Housing, Maputo Province

Ministry of Environment

Name	Position
Mr. Rashid Soma Ismael	Provincial Directorate of Environment, Maputo Province

Local Government (Manhiça District, Maputo Province)

Name	Position
Mr. Agostinho Faquir	District Administrator, Manhiça District
Mr. José Baptista Manuesse	Director, District Agricultural Department, Manhiça District
Mr. Inacio Joaquim Goesta	Chief, Administrative Post of Maluana, Manhiça District

1.7 Steering Committee Members

In addition to the above governmental counterparts, the following people are regularly invited to the Steering Committee meetings in Maputo which are organized by the Study Team in order to discuss the progress of the Study and exchange the experiences and opinions among the participants:

International Organizations

Name	Position
Ms. Marissa Rraggio (or Mr. Federico Moyanzo)	Program Officer, World Food Programme (WFP) Maputo Office
Ms. Kaori Abe	Program Officer, Food and Agriculture Organization (FAO) Maputo Office
Ms. Birgit Antão	Program Officer, GTZ Maputo Office

NGO

Name	Position
Mr. Roberto Luis	Maputo Program Co-ordinator, ActionAid Mozambique
Ms. Lea Boaventura (or Mr. Ivete Simbine)	Program Officer, Terre des Hommes Germany Maputo Office
Mr. Domenico Liuzzi	General Co-ordinator, Kulima, Maputo
Mr. João David Muthombene	Director, Rural Association for Mutual Support (ORAM), Maputo
Mr. Ismael Ossemane	Executive Co-ordinator, Peasants National Union (UNAC), Maputo
Mr. Octávio Macamo (or Mr. Luis F. Lifonissa)	General Administrator, Association of Agro-Livestock Technicians (ATAP), Maputo
Mr. Carlos Barnabé Zandamela (or Mr. Wayne L. Haag)	Program Officer, Sasakawa Global 2000, Maputo
Mr. Shingo Saito	Resident Representative, Association for Aid and Relief, Japan (AAR), Mozambique Office (in Chokwe)
Mr. Armando António Zuana	President, Zonal Union of Associations and Co-operatives in Munguine

Japanese Embassy and JICA Experts

Name	Position
Mr. Takuo Sato	Attaché, Embassy of Japan in Mozambique
Mr. Kazuyoshi Oyama	JICA Expert, Division of Asia and Oceania, Ministry of Foreign Affairs and Co-operation
Mr. Masato Tamura	JICA Expert, National Directorate of Economy, Ministry of Agriculture and Rural Development

1.8 Work Flowchart and Schedule

Work flowchart and work schedule of the Study are shown in Table 1.4 and Table 1.5 respectively.

The following work has been conducted during the Study period:

1) Preparatory home office work in Japan: (from early July to mid-July 2000)

- Collection and analysis of existing relevant materials and information
- Compilation of Inception Report

2) First fieldwork in Mozambique: (from mid-July to mid-November 2000)

- Explanation of and discussion on Inception Report
- Confirmation of land-mine status in the study area
- Assessment of the flood disaster situation and the need for assistance for flood victims
- Preparation and implementation of participatory rural appraisal (PRA)
- Implementation of supplementary surveys
- Implementation of assistance for flood victims
- Analysis of development potentials and constraints in the study area
- Development of rough village development master plans
- Compilation of Progress Report (1)

3) First home office work in Japan: (from mid-November to December 2000)

- Development of action plans
- Prioritization of action plans
- Development of detailed implementation plans for pilot action plans
- Compilation of Interim Report

4) Second fieldwork in Mozambique: (from January to March 2001)

- Explanation of and discussion on Interim Report with the counterparts as well as the villagers in the Study Area and modification of village development master plans, if necessary
- Conducting training on basic management and proposal writing for associations/co-operatives in the Study Area
- Preparation of proposals for the pilot action plans by capable associations/co-operatives in the Study Area
- Selection of the pilot action plans and explanation to and negotiation on the plans with the villagers
- Compilation of Progress Reports (2)

5) Third fieldwork in Mozambique: (from May 2001 to March 2002)

- Preparation and start-up of the pilot action plans (Phase 1)
- Implementation of the baseline survey for the pilot action plans

- Implementation and monitoring of the pilot action plans (Phase 1)
- Compilation of Progress Report (3)
- Selection of the pilot action plans (Phase 2)
- Comparative survey of villages outside the Study Area
- Implementation and monitoring of the pilot action plans (Phase 2)
- Evaluation of the pilot action plans
- Compilation of Progress Reports (4)

6) Second home office work in Japan: (from May to September 2002)

- Analysis of evaluation of the pilot action plans
- Development of draft final master plans for village development
- Establishment of a model approach for participatory village development
- Compilation of Draft Final Report

7) Fourth fieldwork in Mozambique: (in October 2002)

- Explanation of and discussion on Draft Final Report
- Dialog with villagers on Draft Final Report

8) Third home office work in Japan: (in November 2002)

- Compilation of Final Report

The results of the Study are described in the following chapters in this report.

Table 1.4 Work Flowchart of the Study (1/2)

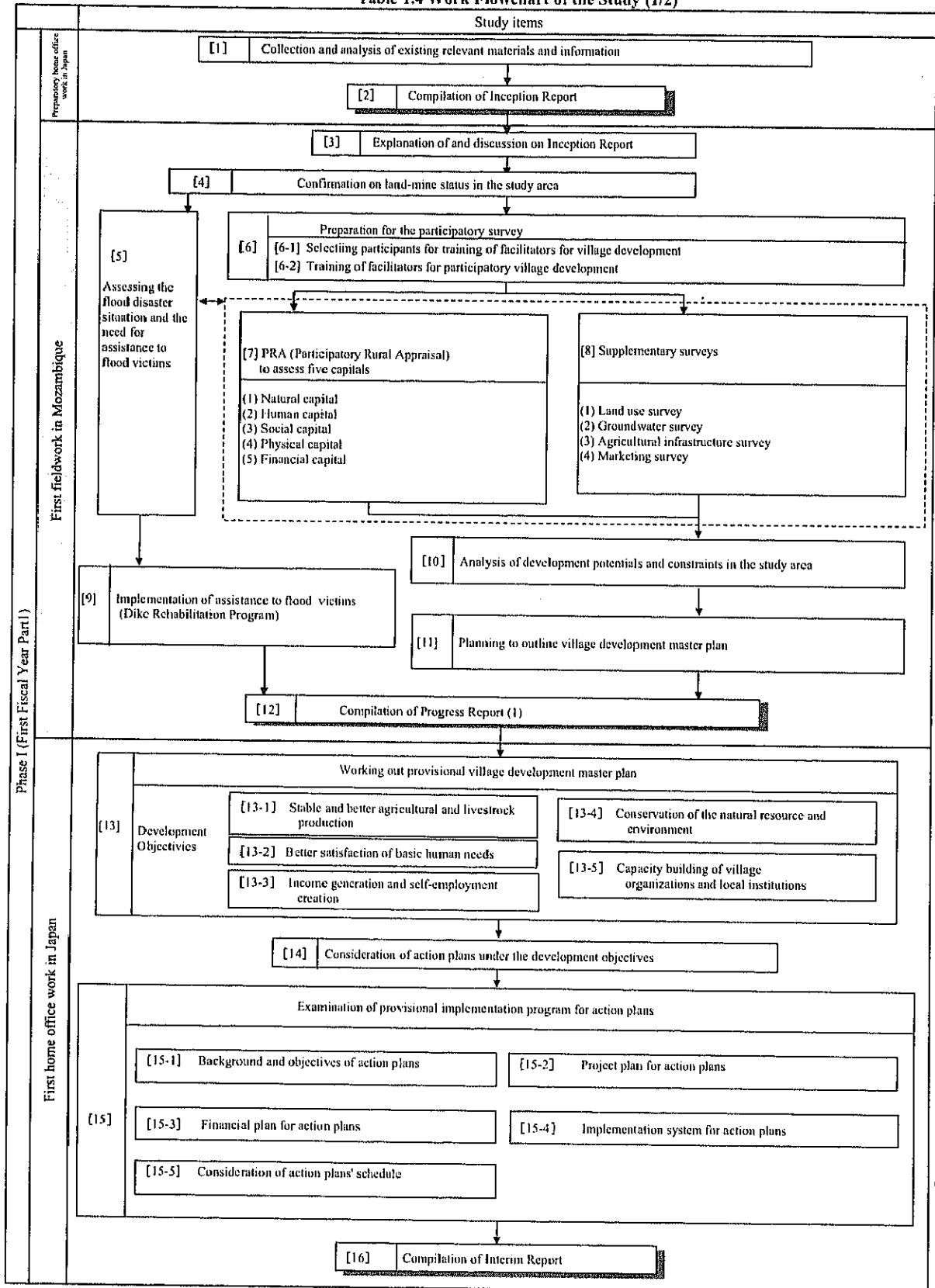


Table 1.4 Work Flowchart of the Study (2/2)

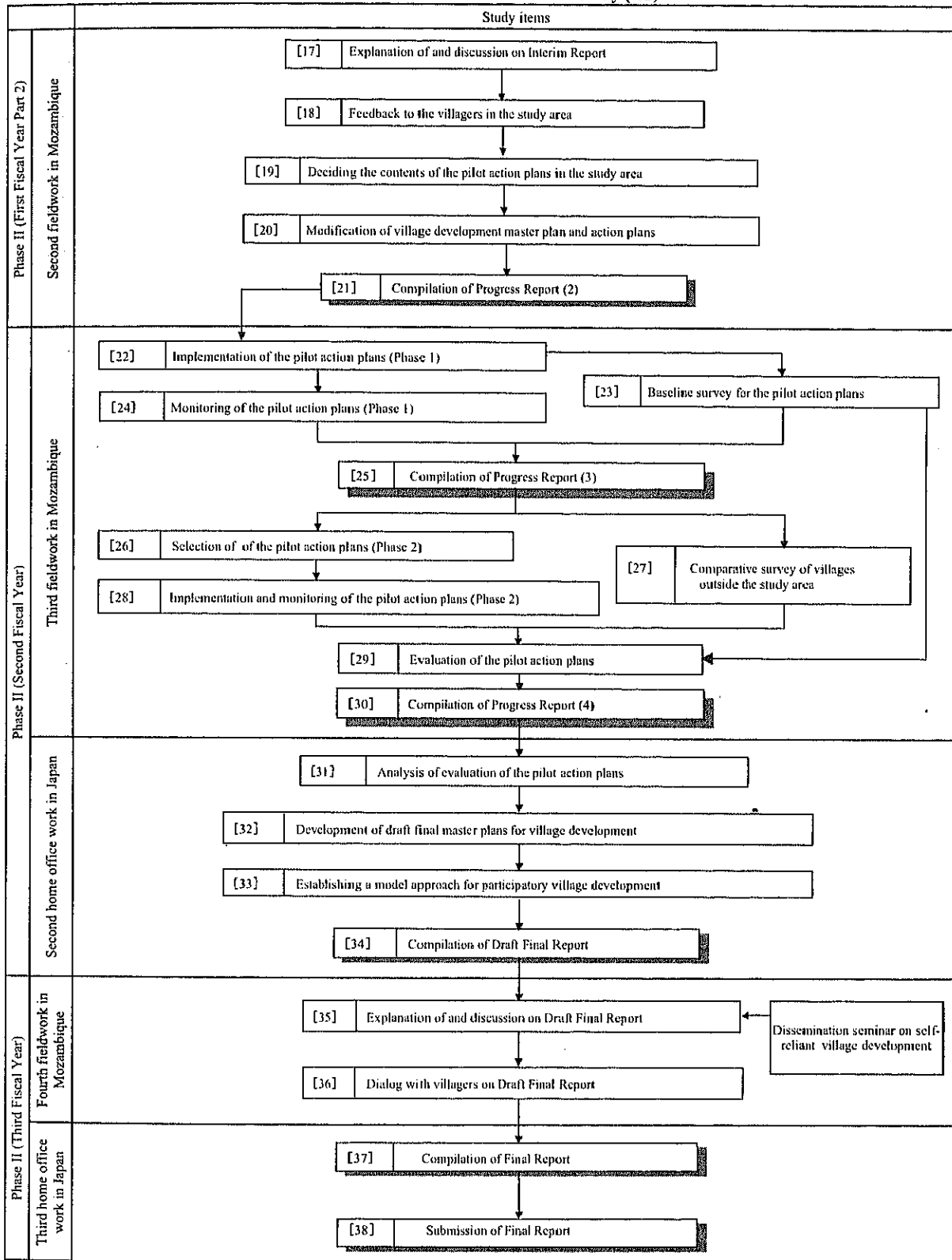


Table 1.5 Work Schedule

	FY2000												FY2001												FY2002											
	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11							
Preparatory home work in Japan	1																																			
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Third fieldwork in Mozambique	33																																			
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	35																																			
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Third Home Office Work	37																																			
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Legend
 Abbreviation
 Field work in Mozambique
 ICR - Inception Report
 Home Office Work in Japan
 P/R - Progress Report
 ITR - Interim Report
 DFR - Draft Final Report
 F/R - Final Report
 FY - Fiscal Year
 DFR
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