

PROJECT COMPLETION REPORT (PCR)

A. PROJECT DATA AND KEY DATES

I. BASIC INFORMATION

Project Number: P-MZ-BA0-001	Project Name: Mineral Resources Management Capacity Building Project	Country (ies) MOZAMBIQUE	
Lending Instrument(s): ADF		Sector : OINF.3	Environmental Classification: C
Original Commitment Amount: 3,290,000.00 UA	Amount Cancelled: 678.411,61 UA	Amount Disbursed: 2.565.422,80 UA	Percent Disbursed: 77.98%
Borrower: Ministry of Finance of Mozambique			
Executing Agency(ies) MINISTRY OF MINERAL RESOURCES – Mining Project Coordination Unit (UCPM)			
Co-financers and other External Partners WORLD BANK (UA 14.22 MILLION), NORDIC DEVELOPMENT FUND (UA 7.30 MILLION), GOVERNMENT OF MOZAMBIQUE (UA 0.87 MILLION), REPUBLIC OF SOUTH AFRICA (0.99 MILLION)			

II. KEY DATES

Project Concept Note Cleared by Ops. Com. Not applicable	Appraisal Report Cleared 11 July 2001	Board Approval September 2001	
Restructuring(s)			
	Original Date	Actual Date	Difference in months [Actual-Original]
EFFECTIVENESS	sept-01	22-mars-02	6
MID-TERM REVIEW		févr-04	
CLOSING	juin-06	déc-08	18

III. RATINGS SUMMARY

All summary ratings are auto-generated by the computer from the relevant section in the PCR.

CRITERIA	SUB-CRITERIA	RATING
PROJECT OUTCOME	Achievement of Outputs	3
	Achievement of Outcomes	3
	Timeliness	2
	OVERALL PROJECT OUTCOME	3

BANK PERFORMANCE	Design and Readiness	3
	Supervision	3
	OVERALL BANK PERFORMANCE	3
BORROWER PERFORMANCE	Design and Readiness	3
	Implementation	3
	OVERALL BORROWER PERFORMANCE	3

IV. RESPONSIBLE BANK STAFF

POSITIONS	AT APPROVAL	AT COMPLETION
Regional Director	G. Giorgies	P. Black
Sector Director	K. Bedoumra	G. MBESHERUBUSA
Task Manager	Ini URUA/ L. Barrow	D. T. Lekoetje / C. TIQUE
PCR Team Leader		Mr. Salvador Mondlane Junior (consultant)
PCR Team Members		

B. PROJECT CONTEXT

Summarize the rationale for Bank assistance. State:

- what development challenge the project addresses,
- the Borrower's overall strategy for addressing it,
- Bank activities in this country (ies) and sector over the past year and how they performed, and
- ongoing Bank and other externally financed activities that complement, overlap with or relate to this project.

Please cite relevant sources. Comment on the strength and coherence of the rationale.

[250 words maximum. Any additional narrative about the project's origins and history, if needed, must be placed in Annex 6: Project Narrative]

The GOM's policy was aimed at stimulating overall economic growth of the country through increased investments in mining. Measures were undertaken to re-organize the mining sector, encompassing specific programs introduced to carry out basic geological cartography, regional aerial geophysics, geological and geochemical surveys. The project as an the institutional capacity building efforts of the Government, supported on-going initiatives in mining reforms and the decentralization of the public sector.

The project was identified through collaborative activities with the World Bank which commenced with the assistance for the reform of Mozambique's Mining Sector in 1998. The first activities included the Mining Sector Policy Review, as part of an Economic and Sector Work in Mozambique. From the outcomes of the Mining Sector Policy Review, the World Bank subsequently prepared the project through a PHRD/Japanese grant. The Bank was requested to provide assistance to Government of Mozambique for institutional development and regulatory reform of the mining sector in order to encourage the expansion of private investment in mining, in a socially and environmentally sound manner, as well as implementing targeted interventions to alleviate poverty in small-scale and artisanal mining areas. The Project was within the country's first and second Action Plan for the Reduction of Absolute Poverty (PARPA I and II), both of which featured mining as a driver of economic growth. The Project was aligned with PARPA objectives related to mining. The Project also spanned two Bank Country Strategy Papers prevailing during project implementation, from 2001 to 2010. The first 2002-2004 focused on social sector, public utilities and multisector operations including the promotion of good governance, macro economic and structural reforms. The CSP for 2006 to 2010 covered two Pillars.- Pillar I on Governance through general budget support and Pillar II focusing on infrastructure through improving national road network, access to water and sanitation and expansion of electricity supply. All various CSPs were aligned with PARPA objectives. Thus, the project support to the mining in the context of growth and in improving the investment climate are still relevant. The 2002 to 2004 CSP, included an emphasis on multisector operations in which it ushered in, the participation of the private sector to ensure stable macro economic and structural reforms. The project assisted in establishing an enabling institutional and regulatory environment to help attract and sustain private sector investment in the mining sector to help spur economic growth. The project helped in putting in place environmental regulations, procedures, and monitoring capacity to minimize damage to the environment from mining operations. Hence; it helped the Bank to be better positioned for future support to the sector in the country. Thus the project was well aligned and it strength the overall PARPA and Bank CSP thrust for economic development in the country. The ongoing projects in water, electricity and roads and governance through general budget support are all relevant and self supporting and reinforcing the project goal and objectives. Hence this demonstrate positive coherence of the rationale for supporting the project. (PCR Consultant reports and sector reports)

C. PROJECT OBJECTIVES AND LOGICAL FRAMEWORK

1. State the Project Development Objective(s) (as set out in the appraisal report)

The overall objective of the project is to **strengthen the institutional capacity and regulatory framework** for the mining sector in Mozambique, in order to encourage increased private investment in the mining sector in a socially and environmentally sustainable manner. Furthermore, the project was to assist Government of Mozambique (GOM) in its efforts to implement targeted interventions to allieve poverty in small-scale and artisanal mining areas in the country.

2. Describe the major project components and indicate how each will contribute to achieving the Project Development Objective(s)

A) Institutional Reform and capacity building of public institutions to engender modern legal and regulatory framework, institutional strengthening and capacity building, establishing mining cadastre and registry, investment promotion and intranet network development.

B) Development of the country's geological infrastructure by ensuring, undertaking and establishing efficient project supervision, geological survey, airborne survey, geological mapping, geochemical sampling, seismological network, documentation centre, mineral information system, industrial mineral survey, rehabilitation of the national museum of geology, and strengthening central laboratory.

C) Environmental management system involving environmental and social sectoral assessment of protected area and setting environmental baseline studies, sector environmental regulations and standards, implementation of adequate procedures and guidelines for impact assessment on mining, capacity building of environmental management unit.

D) Sustainability of small scale and artisanal mining to generate awareness of small scale and artisanal miners and capacity to manage social issues.

E) Project coordination and management for coordination of project implementation, procurement, project monitoring, reporting, evaluation and management of special accounts and disbursements.

3. Provide a brief assessment (up to two sentences) of the project objectives along the following 3 dimensions. Insert a score, using the scoring scale provided in Appendix 1.

PROJECT OBJECTIVES DIMENSIONS		ASSESSMENT	WEIGHT
RELEVANT	a) Relevant to the country's development priorities	Project's objectives were and remain consistent with the country's development agenda and the Bank's strategies in Mozambique. The Project supported Mozambique's development of the first and second Action Plan for the Reduction of Absolute Poverty (PARPA I and II), both of which featured mining as a driver of growth. The Project was aligned with PARPA objectives related to mining.	
ACHIEVABLE	b) Objectives could in principle be achieved with the project inputs and in the expected timeframe	The project objectives were achievable with project inputs. The timelines of the project were reviewed in order to accommodate delays in the procurement and disbursement. The only delay was in the use of the special account because the Project implementing unit could not account for the use of the first replenishment, thus, resulting in some activities not been fully implemented.	
CONSISTENT	c) Consistent with the Bank's country or regional strategy	The project is in line with the Bank Group Country Strategy Papers (CSP) for Mozambique, which focused on poverty alleviation; governance through general budget support and support aimed at improving the quality and efficiency of public services through capacity building efforts, support for streamlining the role of public sector; and creation of a vibrant private sector led economy.	
	d) Consistent with the Bank's corporate priorities	The project is in conformity with the Vision of the Bank Group which revolves around poverty eradication, promoting good governance, private sector development and support for human capital development.	

4. Summarize the log. frame. If a log. frame does not exist, complete the table below, indicating the overall project development objective, the major components of the project, the major activities of each component and their expected outputs, outcomes and indicators for measuring the achievement of outcomes. Add additional rows for components, activities, outputs or outcomes needed. [ADF financed components](#)

COMPONENTS	ACTIVITIES	OUTPUTS	EXPECTED OUTCOMES	INDICATORS BE MEAS
B.1) Development of Geological Infrastructure-- Geo Chemical Sampling	Recruit Consultants to undertake studies and Geo-scientific investigations	Old geochemical data and geochemical survey compiled in a Geochemical database.	Strengthened Capacity and Improved Efficiency of PMIs to administer and enforce mining law and regulations	Datab establ numbe in the
B.2) Development of Geological Infrastructure -- Documentation Centre	Recruit Consultants to undertake recovery, classification electronic codification and cataloguing of information for documentation centre.	Establishment of documentation centre fully capacitated	Functional documentation centre with Database on industrial minerals established and operational.	Docur Centr Datab indust establ opera
B.3) Development of Geological Infrastructure- Mineral Information System (MIS)	Establishment of the computerized Mineral Information System.	1. Geological Information infrastructure operational by end of the project. 2. Computerized and interactive cadastre system operational by end project.	1. Strengthened capacity and improved efficiency of PMIs to administer and enforce mining laws and regulations. 2: Mining Cadastre available to investors and public	MIS e and op
B.4) Development of Geological Infrastructure- Industrial Mineral Survey: Industrial Mineral and Building Materials	Procurement/installation /commissioning of goods, equipment & works	Mining Cadastre, Geochemical Survey and database preparation and maintenance established	Mining Cadastre available to investors and public.	Comp interac cadast opera mid-te
B.5) Development of Geological Infrastructure- Reinforcement of DNG Central Laboratory Network	Undertake restoration and renovation of equipment, procurement of new and spares parts	Central Laboratory equipment restored and strengthened with additional equipment and spar parts	National Laboratory ready and operational and serving the mining industry in the country	Nation Labor Streng capac streng functio improv efficie to adm enforc laws a regula

E) Project Management and Supervision	Activity 4: Training of DNM & DNG staff	The Laboratory staff has received extensive training in Finland, Tanzania, Brazil and South Africa; MIS, Mining Cadastre, Geochemical Survey and database preparation and maintenance	Strengthened capacity and improved efficiency of PMIs to administer and enforce mining laws and regulations.	1. Number of trained staff on the operation of the laboratory equipment 2. Number of trained staff on the operation of the MIS 3. Number of staff trained on the operation of the mining cadastre 4. Number of staff trained in conducting geochemical surveys and database preparation
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5. For each dimension of the log. frame, provide a brief assessment (up to two sentences) of the extent to which the log. frame achieved the following. Insert a working score, using the scoring scale provided in Appendix 1. If no log. frame exists, score this section as a 1 (one).

LOG. FRAME DIMENSIONS		ASSESSMENT	WORKING SCORE
LOGICAL	a) Presents a logical causal chain for achieving the project development objectives	The log frame as used at the time and adopted by the Bank at appraisal clearly state the expected outcomes.	4
MEASURABLE	b) Expresses objectives and outcomes in a way that is measurable and quantifiable	The log frame presents the means of verification or measurement in quantitative and qualitative manner, although as PCR stage availability of measureable results and reports not readily available.	4
THOROUGH	c) States the risks and key assumptions	The log frame states the important assumptions in a clear way that allow to foresee some of the risks.	4

D. OUTPUTS AND OUTCOMES

I. ACHIEVEMENT OF OUTPUTS

In the table below, assess the achievement of actual vs. expected outputs for each major activity. Import the expected outputs from the log. frame in Section C. Score the extent to which the expected outputs were achieved. Weight the scores by the activities' approximate share of project costs. Weighted scores are auto-calculated by the computer. The overall output score will be auto-calculated as the sum of the weighted scores. Override the auto-calculated score, if desired, and provide justification.

MAJOR ACTIVITIES		Working Score	Share of Project Costs in percentage (as stated in Appraisal Report)	Weighted Score (auto- calculated)
Expected Outputs	Actual Outputs			
Output 1. Database on industrial minerals established and operational	Industrial minerals Database established and operational; Promotion of the Industrial Minerals in Mozambique at international conferences and distribution of brochures in different for. The database captured 300 deposits and occurrences, 117 of them were visited in a follow-up survey. And laboratory studies results from 114 samples were also integrated.	4	22,05	0,882
Output 2.1: Geological Information infrastructure operational by end of the project. Output 2.2: Computerized and interactive cadastre system operational by mid-term review; Output 2.3: Basic equipment for chemical analyses and mineralogical determinations was installed (XRF and XRD) as well as the equipment for basic sample preparation	2.1: MIS established and operational; all geological data is stored in the MIS; Digital Documentation Center established and most paper documents converted into digital; 3185 reports digitally stored 2.2: Mining Cadastre established and running properly; 2.3: Part of the basic equipment for laboratory for chemical analyses and mineralogical determinations was installed (XRF and XRD) as well as the equipment for basic sample preparation and preliminary studies of geological samples	3	48,77	1,4631

Output 3: Old geochemical data and geochemical survey compiled in a Geochemical database.	Complete geochemical data compilation and pilot geochemical survey; DNG collected 1,820 geochemical samples in 2005 and 2006—472 samples were analyzed and 1,348 were sent to Finland for analysis; from the 11,700 historical samples located, 1,144 have been subject to geochemical analysis in Finland. Results of the geochemical analysis were presented at a major international conference on African geology in Maputo in July 2006	3	26,32	0,7896
Output 4: The Laboratory staff has received extensive training in Finland, Tanzania, Brazil and South Africa; MIS, Mining Cadastre, Geochemical Survey and database preparation and maintenance	The training component was successful, with the DNG staff trained to compile and assess the data themselves. Generally the technicians already had basic knowledge and adjusted easily to the program. The laboratory staff are able to operate adequately the equipment. The same is valid for the MIS and Mining Cadastre.	4	2,86	0,1144
OVERAL OUTPUT SCORE [Score is calculated as the sum of weighted scores]				3

 Check here to override the auto-calculated score

Provide justification for over-riding the auto-calculated score	
Insert the new score or re-enter the autocalculated score	3

II. ACHIEVEMENT OF OUTCOMES

1. Using available monitoring data, assess the achievement of expected outcomes. Import the expected outcomes from the log. frame in Section C. Score the extent to which the expected outcomes were achieved. The overall outcome score will be auto-calculated as an average of the working scores. Override the auto-calculated score, if desired, and provide justification.

OUTCOMES		Working Score
Expected	Actual	
Outcome 1.1: Strengthened capacity and improved efficiency of PMIs to administer and enforce mining laws and regulations. Outcome 1.2: Mining Cadastre available to investors and public	Mining Cadastre established and available to investors and public; The Database captured 300 deposits and occurrences of industrial minerals and construction material.	4
Outcome 2.1: Minerals Information System (MIS) available to investors. Outcome 2.2: Mining Cadastre available to investors and public Outcome 2.3: National Laboratory ready and operational and serving the mining industry in the country.	The national laboratory was through the MIS, categorized, catalogued, digitized, unified to integrate the results from mineral exploration and mining projects, both from the Government and private sector, into a GIS environment under a single management system and to facilitate import of additional relevant datasets, including topography, geophysical data, geology, satellite imagery etc. The MIS is providing Government with instant access to readily accessible, consistent and up to date set of data for information and planning purposes. The mining cadastre is fully operation and it has been assisting the government in monitoring the mining activity. The mining cadastre has contributed to the reduction of the number of days to issue a mining title to 45 days, from the previous situation when a license would take more than 90 days. National Laboratory is ready and operational for the mining sector.	4
Outcome 3: Strengthened capacity and improved efficiency of PMIs to administer and enforce mining laws and regulations.	The bibliographic database is fully Web-compatible and it is incorporated into the DNG Website, in order to make the bibliographic data readily available. DNG web page, containing metadata on the spatial data and attribute data in the MIS, is functioning and disseminating information via the Internet. The Mining Cadastre is fully operational and has been assisting the government in monitoring the performance of the Mining License holders by promoting the user when the license is about to expire or when the reports are due. Before the project there were less than ten exploration licenses and one mining license; at the end of the project there were 3000 exploration licenses and 3 mining licenses.	3
Outcome 4: Strengthened capacity and improved efficiency of PMIs to administer and enforce mining laws and regulations.	All 22 technical staff from the laboratory were trained during the project. The 12 staff from the Mining Cadastre were fully trained, the entire Geochemistry and Industrial minerals departments of the National Directorate of Geology were also trained. And the entire team of the MIS and Library were also trained in data capture, processed and output production according to the requirements of the clients. The entire library has been converted into a digital one with computer searching mechanisms.	3
OVERALL OUTCOME SCORE [Score is calculated as an average of the working scores]		4

 Check here to override the auto-calculated score

Provide justification for over-riding the auto-calculated score

2. Additional outcomes. Comment on the project's additional outcomes not captured in the log. frame, including cross-cutting issues (e.g., gender).

The Project has made contributions to improving the investment climate and MIREM's capacity to promote and manage investment and growth in Mozambique's minerals sector. The key indicator is the over 3000 licenses being managed by the Mining Department. These outcomes are complemented by the achievements on the components financed by the ADB, which included the collection and dissemination of geological data and production of up-to-date geological maps, that are being used locally and abroad to promote minerals sector development in the country. Public Sector Mining Institutions. The Ministry of Mineral Resources (MIREM) and its National Directorate of Mining (DNM) and National Directorate of Geology (DNG) benefited from a detailed institutional assessment, capacity building, and institutional reform activities under the Project.

An Environmental Monitoring Unit was introduced in the DNM and capacity to oversee the development of the Moatize coal deposit strengthened. Enhanced sector information and monitoring systems, in the form of the mining cadastre, environmental management information system (EMIS), and minerals information system (MIS), were introduced and successfully commissioned, and the ability of the institutions to manage the sector improved. The Mine Development Fund was formally restructured under a new charter and quasi-independent management to encourage the development of the sector, preserve the independence of the mine cadastre, and support artisanal and small scale mining.

- Private Sector Investors. Private sector investors benefited from updated and expanded geological information on the country, a more efficient and rules-based exploration licensing system, and a more transparent and comprehensive legal, regulatory, and fiscal framework.

- Artisanal and Small Scale Miners. Artisanal and small scale miners benefited from formalization of their activities, through the formal allocation and demarcation of legal areas for artisanal and small scale mining. Formation of artisanal and small scale mining cooperatives was promoted to improve miners' access to tools, services, and markets. Updated environmental, health, and safety regulations, including and HIV/AIDS strategy, were also introduced.

- Central Government. Through an improved legal, regulatory, and fiscal framework, and improved capacity to manage the mining sector, the central government benefited from increased revenues generated through the attraction of mining sector investments.

3. Risks to sustained achievement of outcomes. State the factors that affect, or could affect, the long-run or sustained achievement of project outcomes. Indicate if any new activity or institutional change is recommended to help sustain outcomes. The analysis should draw upon the sensitivity analysis in Annex 3, where appropriate.

B3: Geochemical Mapping - The outcomes on the geochemical mapping are sustainable and the staff is adequately trained to carry surveys and interpret the results; B5: Documentation Centre and B6: Mineral Information System - the outcomes on these sub components can be considered fairly sustainable because factors such as deficient maintenance of the digital equipment associated with lack of funding for replacing equipment (scanners, computers, servers, terminals, plotters and printers) and slow internet may reduce the sustainability of the achieved outcomes. It is recommended that a larger internet bandwidth is deployed and appropriate maintenance program is established. B7: Industrial Minerals and Building Material - the outcomes from this sub components are considered sustainable and are part of the government agenda to promote investment in Industrial Minerals and Building Materials, such as limestone for Cement, and others. B9: DNG Central Laboratory - the sustainability of the achieved outcomes in this subcomponent is highly risky considering the fact that equipment is quite sophisticated and very sensitive to power stability and this is associated to the need for highly trained staff to operate. Thus, as it stands that DNG Laboratory is likely to collapse if financial resources are not mobilized to maintain the equipment and train properly the staff. The Laboratory has to run as a corporation and be profit oriented in order to be able to sustain itself in near future.

The potential for economic mineral concentrations is obviously good, but it is not yet properly utilized. Ongoing major projects are focused on natural gas, heavy minerals sands and coal. Gas fields are already in production in Pande and Temane fields in Inhambane Province. Industrial ilmenite production started in April 2007 in Moma, located on the coast of the Nampula Province. The Corridor Sands' Chibuto deposit, at about 55 km inland from the present coastline in the Province of Gaza, is one of the largest heavy minerals resources in the world.

E. PROJECT DESIGN AND READINESS FOR IMPLEMENTATION

1. State the extent to which the Bank and the Borrower ensured the project was commensurate with the Borrower's capacity to implement by designing the project appropriately and by putting in place the necessary implementation arrangements. Consider all major design aspects, such as extent to which project design took into account lessons learned from previous PCRs in the sector or the country (please cite key PCRs); whether the project was informed by robust analytical work (please cite key documents); how well Bank and Borrower assessed the capacity of the implementing agencies and/or Project Implementation Unit; scope of consultations and partnerships; economic rationale of project; and provisions made for technical assistance.

[200 words maximum. Any additional narrative about implementation should be included at Annex 6: Project Narrative]

The project was identified through a collaborative and participative process with the World Bank and represented the first intervention of the Bank in Mozambique's mining sector. The reform of the Mining Sector was conceived as part of the Mining Sector Policy Review undertaken through a PHRD/Japanese grant administered by the World Bank. The project components financed by the Bank Group (ADF) were prepared in November/December 2000. An official request for financing was received from the GoM in March 2001 and the project was appraised in May 2001. The main goal of the GoM in the Mining Sector is to stimulate economic growth through increased investments in mining and sustainable exploitation of Mineral resources by private sector.

The definition of the project scope was a result of a more than two years dialogue between MIREM and the World Bank. The project was designed in a way to strengthen development partnerships, including the Bank Group/Government partnership, mobilizing resources and coordinating aid from several donors, and ensuring adequate coordination with other financiers. The project was appraised and the Bank considered that the capacity of the Borrower to implement the project through a Project implementation Unit (PIU) was adequate for the purpose. As this was the first operation in the Mining sector there was not much information to rely on. However the partnership with other donors with experience facilitated the design and the components agreed upon for the project. The structure for the PIU was very much supported by a strong consulting engineer with experience in the sector, hence the successful implementation of the component of the project as designed.

2. For each dimension of project design and readiness for implementation, provide a brief assessment (up to two sentences). Insert a working score, using the scoring scale provided in Appendix 1.

PROJECT DESIGN AND READINESS FOR IMPLEMENTATION DIMENSIONS		ASSESSMENT	WORKING SCORE
REALISM	a) Project complexity is matched with country capacity and political commitment.	Weaknesses in Project design, which became evident during Project implementation, included an overly ambitious agenda and lack of adequate attention to under-developed commercial environment and donor coordination in regard to the parallel financing of activities. The project was identified through a collaborative process with main stakeholders in the country. The project benefited from a special grant from the World Bank financing during the preparation stage. The project is part of the Government of Mozambique's agenda for the mining sector. The complexity of the Project, multiple parallel financing sources and complexity of the national regulations constituted a major challenge to the project's financial and management aspects.	3
RISK ASSESSMENT AND MITIGATION	b) Project design includes adequate risk analysis.	Although the risk analysis was carried out during the project design, key issues were overlooked such as the complex procurement mechanism that was required to suit multiple donors and the inadequate suppliers in the country, hence the need to reduce procurement nationally.	3

USE OF COUNTRY SYSTEMS	c) Project procurement, financial management, monitoring and/or other systems are based on those already in use by government and/or other partners.	The use of in country M&E, procurement, financial and management systems by the project was minimum. The project was implemented through a Project Management Unit.	3	
For the following dimensions, provide separate working scores for Bank performance and Borrower performance:			WORKING SCORE	
			Bank	Borrower
CLARITY	d) Responsibilities for project implementation were clearly defined.	The project was clear in terms of responsibilities for each implementation agent. The Bank was a co-financer to a larger project and the components funded by the Bank were clear from the beginning. And it was also clear that the Government of Mozambique was to provided finance to cover 10% of the total project as counterpart to ADF Components funding. It was also clear from the onset that the MIREM would be responsible for the overall implementation of the Project through an officially designated project coordination unit. The performance is rate satisfactory	3	3
PROCUREMENT READINESS	e) Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at appraisal.	All necessary implementation documents were ready at appraisal but the implementation manual thereof was not prepared, but training was provided to staff in the early stages of project implementation.	3	3
MONITORING READINESS	f) Monitoring indicators and monitoring plan were agreed upon before project launch.	The key performance indicators were agreed at appraisal and modified and amplified during project Mid term Review.	3	3
BASELINE DATA	h) Baseline data were available or were collected during project design.	Some of the Baseline information were collected during the project implementation and not readily available at appraisal. At project completion the consultant and PIU staff had already left.	3	3

F. IMPLEMENTATION

1. State the major characteristics of project implementation with reference to: adherence to schedules, quality of construction or other work, performance of consultants, effectiveness of Bank supervision, and effectiveness of Borrower oversight. Assess how well the Bank and the Borrower ensured compliance with safeguards.

[200 words maximum. [Any additional narrative about implementation should be included at Annex 6: Project Narrative.]

Adherence to schedule: - the project for most part did adhere to the implementation schedule except for the use and accountability of the special account.

Quality of the constructions: - the computer equipment bought did not have adequate provision for maintenance and spare parts, which seriously affected the efficient operation of the laboratory equipment. Also some of the laboratory equipment selected was very sophisticated, while some are already out of order. The issues were raised at the Mid Term Review of the project. The procurement of additional equipment could not be delivered on time due to the fact some firms insistence on the use of letters of credit, which was very costly to the Project. Even when the Bank had expressed readiness to assist, the consultant contract had expired and some of the project staff had left the Mining Project Coordination Unit (UCPM) and the matter could not be followed up by the remaining Project staff.

Performance of the consultants: - With two international consultants involved, their management posed a big challenge to Project staff, because of many other activities from other financiers that had to be coordinated together. The consultants performed adequately according to the supervision missions reports. The only problem identified was Portuguese language used in the country, while reports and discussion with Bank staff were in English and this constrained smooth implementation of the project. Again the early departure of the Project consultants financed under the World Bank, put a strain on local Project staff, as they were not adequately trained to continue operating as full time project staff to process the procurement of additional materials and equipment during project extension period and this delayed some of the disbursement from the Bank. There were delays in clearing the equipment from some suppliers, especially in case where additional materials was to be procured from the same suppliers without going through a new procurement process. The concern raised by the Project was that the Bank could not allow waiver to procure additional material from same supplier without going through a new procurement process. **The Bank supervision:** - During the implementation of the Project, regular Bank missions (ten in total) have supervised the activities of the project. There was however a high turnover of the Task Managers at the Bank, which hindered smooth project implementation due to delays in the granting The Bank's "NO OBJECTIONS" as requested by EA.

Effectiveness of the Borrower oversight: - The GoM showed and demonstrated commitment on the project. The executing agency (MIREM) provided the necessary support to UCPM, although the latter faced a lot of challenges in implementing the project. It was the first time in the history of the sector to have a multifinanced project with different implementation requirements from each financier and this posed a lot of challenges to local staff. The Project Steering Committee created at the Ministerial level was responsible for overseeing the Project activities and its implementation. The Committee met regularly but at the times the Committee did not meet often enough to solve the implementation issues that arose. The management and use of special account was not properly done and the report on resource utilization could not be done until by the end of project completion date. The Bank granted a number of extensions to enable the project to complete a number of activities that were agreed upon, however the funds could not be effectively utilized. The un used resources had do be cancelled as a result.

2. Comment on the role of other partners (e.g. donors, NGOs, contractors, etc.). Assess the effectiveness of co-financing arrangements and of donor coordination, if applicable.

During the Project period, the country experienced a significant increase in foreign direct investment in the minerals sector, including the commissioning of the MOMA beach sands deposit, granting of a concessionaire for the Moatize coal deposit through public tender to Companhia Vale do Rio Doce (CVRD) for a price in excess of US\$100 million. There was also concession for the Benga Coal Deposit to Riversdale Mozambique. The Project was co-financed by World Bank, Nordic Fund, Government of South Africa and the Government of Mozambique. Good cooperation between the Bank and other Project sponsors, i.e., World Bank, NDF, Government of South Africa (GoSA) and the GoM was instrumental for the realization of the results achieved by the Project as implemented. However, coordination among donors could have been enhanced, and this issue should have been addressed more explicitly at the Project design

stage and during Mid Term Review of the project. Frequent changes of task team leaders (four times) by the Bank made it difficult to track progress on the Bank-funded activities. It was reported that the World Bank, South African Government and NDF-funded components were implemented relatively efficiently. It is however noted that there was poor coordination among the co financiers of the project as there is no report of any joint supervision missions of the project.

Due to significant amount of parallel financing for the various Project components, the Project was effectively implemented as a set of “sub-projects” with each parallel financed component implemented according to the rules of the respective funding agency. Additional time and effort should have been spent upfront with donor partners to agree on a more harmonized, integrated approach to implementation (e.g., regarding procurement, M&E, timing and pace of implementation).

3. Harmonization. State whether the Bank made explicit efforts to harmonize instruments, systems and/or approaches with other partners.

It was clearly stated in the appraisal that the Bank will, in consultation with other co-financiers, closely monitor the implementation of the project through regular follow-up, review and supervision missions. Unfortunately, the Project was effectively implemented as a set of “sub-projects” with each parallel financed component implemented according to the rules of the respective funding agency. Additional time and effort should have been spent upfront with donor partners to agree on a more harmonized, integrated approach to implementation (e.g., regarding procurement, M&E, timing and pace of implementation).

Implementation of ADB-funded activities, which included the equipping of the geological laboratory and geochemical sampling, experienced start-up delays at the beginning of the Project owing to the crisis in Cote d'Ivoire and disruption of staff movement from the Bank's headquarters. Further delays in the delivery of equipment were experienced near the end of the Project, due to the refusal of select international suppliers to deliver the specialized equipment to Maputo without upfront payment and through opening of letters of credit deemed too expensive by EA. The Bank extended the closing date of its activities through June , 2009 to accommodate these delays. The changes in the Bank staff did not help in implementing the project in a coordinated manner with other donors especially when the Bank components started late from others.

4. For each dimension of project implementation, assess the extent to which the project achieved the following. Provide a brief assessment (up to two sentences) and insert a working score, using the scoring scale provided in Appendix 1.

PROJECT IMPLEMENTATION DIMENSIONS		ASSESSMENT		WORKING SCORE
TIMELINESS	a) Extent of project adherence to the original closing date. If the number on the right is: below 12, score 4 between 12.1 to 24, score 3 between 24.1 to 36, score 2 beyond 36.1, score 1	Difference in months between original closing date and actual closing date or date of 98% disb. rate.	During the project implementation there were delays in carrying most of the activities financed by the Bank and this led to a number of extensions that accumulated to 18 months beyond the planned closure of the project. The main reasons for delays were in the implementation of the component B9 -DNG National Laboratory. The problem was related to procurement procedures for laboratorial equipment. Some companies refused to supply the equipment without advance payment through letters of credit.	3
		18		

BANK PERFORMANCE	b) Bank complied with:		
	Environmental Safeguards	The project was not directly involved in mining operations and thus there were no significance environmental impact, and in accordance with Bank Group's environmental classification guidelines, it is a Category III Project.	3
	Fiduciary Requirements	The Bank acted swiftly during the early phase of the project but did not act quickly to address fiduciary management issues identified during the MTR. This is attributed to the number of changes of the Task Managers. Lack of project management skills and familiarity with Bank procedures on the part of UCPM staff, particularly in regard to procurement and administration of the Special Account, slowed implementation in the initial stages of the Project. Procurement, in particular, posed a major challenge because in the country, disbursements against contracts in foreign currency are subject to approval by the Ministry of Finance and issuance of Boletim de Autorização de Pagamento by the Central Bank. The approval of contracts often faced substantial delays, which in turn significantly slowed Project implementation. Despite delays, the Government met its counterpart funding obligations.	3
	Project Covenants	The Bank contributed UA3.29 million, representing 90% of the cost of the project components financed and GoM contributed UA 0.36 million, which represents 10% of the cost of these project components. The Borrower fulfilled most of the covenants of the project. A major bottleneck was reporting on the special account which was only done after project completion dated and some of the activities to be financed under the special account could not be realized as a result.	3
	c) Bank provided quality supervision in the form of skills mix and practicality of solutions	The Bank's supervision is considered satisfactory. Sufficient budget and staff resources were allocated to supervise the Project. The Bank Project team regularly prepared Aide Memoires after follow-up missions and this provided a reminder to GoM and UCPM counterparts on any implementation problems, the need to introduce remedial actions. However, the high turnover of the Task Managers significantly reduced the effectiveness of the supervision missions. This problem led to delays in the Bank's reaction to address fiduciary management issues identified in the supervision missions and MTR. In total 10 supervision missions were conducted, which in principle should be considered enough.	3
	d) Bank provided quality management oversight	The Bank has conducted 10 field missions and a similar number of Aide Memoires as part of its oversight responsibility for project implementation. The main constraint was the high rotation of the	3

		Task Managers.	
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BORROWER PERFORMANCE	e) Borrower complied with:		
	Environmental Safeguards	The project does not directly involve mining operations and thus has no significance environmental impact, and in accordance with Bank Group's environmental classification guidelines, it is a Category III Project.	2,5
	Fiduciary Requirements	The Borrower's commitment to the Project and the reform agenda set for the project was clear from the outset. The Project was aligned with GoM's poverty reduction strategies and GoM ownership was evidenced by participation in the Project preparatory seminars that addressed in-depth the sector reforms that were to be tackled.	2,5
	Project Covenants	The Project Steering Committee, created at the Ministerial level, was well organized, knowledgeable, and responsive to the Project agenda and its implementation. The Committee met regularly to address implementation issues. While systemic issues such as the processing of foreign-currency denominated contracts were beyond MIREM's mandate, MIREM officials helped to facilitate project activities when necessary and the Committee was proactive in addressing implementation issues during the normal phase of the project, but it failed to meet during the extension phase of the project were mainly only ADF activities were being implemented because there was not adequate resources in the special account to holding the meetings.	2,5
	f) Borrower was responsive to Bank supervision findings and recommendations	The Project Coordinator was responsive in organizing meetings and facilitating exchanges between the Bank Project team and MIREM officials. However, weaknesses in understanding Bank procurement procedures, high turn over of procurement staff, and broader systemic issues related to procurement in Mozambique (e.g., bureaucratic delays related to approval of foreign-currency denominated contracts) led to delays in following up the requirements of the competitive procurement methods compared with the familiar national shopping through local intermediaries.	2
	g) Borrower collected and used monitoring information for decision making	The Executing Agency produced quarterly progress reports on implementation of the project components funded by the Bank and this up to the end of the World Bank financing to the project that covered the cost of the project coordinator and Project Supervision consultant.	2,5

G. COMPLETION

1. IS THE PCR DELIVERED ON A TIMELY BASIS, IN COMPLIANCE WITH BANK POLICY?			
Date project reached 98% disb. Rate (or closing date if applicable)	Date PCR was sent to pcr@afdb.org	Difference in months	WORKING SCORE (auto-calculated) if the difference is 6 months or less, a 4 is scored. If the difference is 6.1 or more, a 1 is scored
30.06.2009		8	1

2. Briefly describe the PCR Process. Describe the Borrower's and co-financiers' involvement in producing the document. Highlight any major differences of opinion concerning the assessments made in this PCR. Describe the team composition and confirm whether a site visit was undertaken. Mention any major collaboration from other development partners. State the extent of field office involvement in producing the report. Indicate whether comments from Peer Reviewers were received on time (provide names and positions of Peer Reviewers).

[100 words maximum]

The PCR was produced by a consultant who interviewed all relevant stakeholders from the Bank and the Borrowers side including the Executing Agency. All interviewed parties collaborated by providing secondary documentation and the verbal discussions that contributed to the production of the PCR. The Borrower highlighted the main constraints to the project implementation as the constant changes of Task Team Leader, that delayed the granting of **NO OBJECTION** on requested procurement actions, and as consequence disbursements slowed down because of the non reporting on the special accounts and no submission of the revised work plan for new activities during the project deadline extension. Even towards the end of the project, the Bank could not be furnished with proof of expenditures paid from Special Account which led to freezing of the disbursements and the uncommitted balance of 724.577,20 UAC equivalent to 22.02% of the loan. During the processing of the PCR, site visits were undertaken to the DNG Laboratory, the MIS, the Library and the final reports was prepared and produced by the consultant and was internally reviewed by the staff of the Bank's Field Office. The consultant also visited the UCPM archives to retrieve the audit reports, progress reports, aid memoires, MTR, project documents and also interviewed the former UCPM staff who had left the project when the World Bank project ended. The consultant had positive collaboration from the World Bank staff in Washington who sent all relevant project documents, that were helpful in compiling the PCR report. The field office in Maputo provided guidance and made debriefing on the project and assisted in the preparation of the Aide Memoire by the consultant. Thus, the work of the consultant was closely coordinated and supervised by the Bank's Mozambique Field Office. The consultant report was reviewed by the MZFO staff. At the Bank headquarters, peer reviewers reviewed the document and was again reviewed by country team and all the comments have been incorporated in the documents

H. LESSONS LEARNED

Summarize key lessons for the Bank and the Borrower suggested by the project's outcomes

[250 words maximum. Any additional narrative about lessons learned, if needed, must be placed in Annex 6: Project Narrative]

Experience in Mozambique with capacity building and public sector reform suggests that emphasis on beneficiary participation in project preparation, intensive supervision, organization and coordination in the field are critical for timely and effective implementation. The implementation of the project highlighted the importance of the adequacy and availability of highly skilled staff, ownership and political commitment to project objectives as key ingredients in ensuring strong local leadership, availability of counterpart funds, and clear delineation of ministerial authority and responsibilities.

The Government ownership was demonstrated in the support given the EA to enable its participation in the preparation and implementation of the project, including coordination of the co-financers of the project and this is key lesson for this project.

- While technical assistance projects often fail, this Project achieve positive results as it was able to customized various technical assistance provided by different donors to very specific areas in order to responded directly to a reform agenda specified by the government for the sector.

- While successful in achieving its objective, the Project was overly ambitious, particularly in regard to the amount of procurement activities from different donors that were implement. Given the country's general lack of capacity, the number of activities to be implemented, it should have been ideal to carry out only limited, prioritized activities . They should have been implemented in a phased manner so as to align the activities with project management capacity improvements. In order to build such skills and reinforce government ownership and sustainability, future projects in the sector should integrate project coordination and management into government institutions rather than using a separate project implementation unit, as it is often difficult to retain the specific skills generate by the project within those special unit.

- For future operations is suggested that because of the limited human resources in the sector in the country and often weak negotiations skills in many mineral resource-rich countries like Mozambique, it would be better to come up with a more standard mining agreements instead for the specific and individual mining project agreements as was the case in the project. This is essential if the project is to contribute to increased transparency and accountability in the mining sector .

- The training of staff on procurement rules and guidance on possible issues likely to be encountered under the Project, could have been captured in the project implementation document. The regular training and updates on the format and timing of Financial Monitoring Reports should be made a norm for project implementation and project supervision follow ups.

- Due to the number of donors involved in the project, notwithstanding the fact the Project was effectively implemented, the different parallel financing arrangements per component required increased staff time and effort of the local staff in implementing project activities according to the rules of each respective funding agency. Otherwise a common and shared and more harmonized, integrated approach could have been implemented, encompassing procurement, M&E, reporting , auditing and timing and pace of implementation of each component).

- The project should have implemented some of the recommendations from the MTR, which should have produced much better results for the Documentation Centre, Mining Cadastre and Mining Information System components. Also the MIS could have been designed so as to make it possible to incorporate the latest updates on the equipment and/or software.

I. PROJECT RATINGS SUMMARY

All working scores and ratings are auto-generated by the computer from the relevant section in the PCR.

CRITERIA	SUB-CRITERIA	WORKING SCORE
PROJECT OUTCOME	Achievement of outputs	3
	Achievement of outcomes	3
	Timeliness	3
	OVERALL PROJECT OUTCOME SCORE	3
BANK PERFORMANCE	Design and Readiness	
	Project Objectives were relevant to country development priorities.	4
	Project Objectives could in principle be achieved with the project inputs and in the expected time frame.	3
	Project Objectives were consistent with the Bank's country or regional strategy	4
	Project Objectives were consistent with the Bank's corporate priorities	3
	The log frame presents a logical causal chain for achieving the project development objectives.	4
	The log frame expresses objectives and outcomes in a way that is measurable and quantifiable.	3
	The log frame states the risks and key assumptions.	3
	Project complexity was matched with country capacity and political commitment.	2
	Project design includes adequate risk analysis.	3
	Project procurement, financial management, monitoring and/or other systems were based on those already in use by government and/or other partners.	3
	Responsibilities for project implementation were clearly defined.	3
	Necessary implementation documents (e.g. specifications, design, procurement documents) were ready at appraisal.	3
	Monitoring indicators and monitoring plan were agreed upon during design.	3
	Baseline data were available or were collected during design.	3
	PROJECT DESIGN AND READINESS SUB-SCORE	3
	Supervision:	
	Bank complied with:	
	Environmental Safeguards	3
	Fiduciary Requirements	3
	Project Covenants	3
	Bank provided quality supervision in the form of skills mix provided and practicality of solutions.	3
	Bank provided quality management oversight.	3
PCR was delivered on a timely basis	2	
SUPERVISION SUB-SCORE	3	
OVERALL BANK PERFORMANCE SCORE	3	

BORROWER PERFORMANCE	Design and Readiness	
	Responsibilities for project implementation are clearly defined.	3
	Necessary implementation documents (e.g. specifications, design, procurement documents) are ready at appraisal.	3
	Monitoring indicators and monitoring plan are agreed upon and baseline data are available or are being collected	3
	PROJECT DESIGN AND READINESS SCORE	
	Implementation	
	Borrower complied with:	
	Environmental Safeguards	3
	Fiduciary Requirements	3
	Project Covenants	3
	Borrower was responsive to Bank supervision findings and recommendations.	3
	Borrower collected and used of monitoring information for decision-making.	3
	IMPLEMENTATION SUB-SCORE	
	OVERALL BORROWER PERFORMANCE SCORE	

J. PROCESSING

STEP	SIGNATURE AND COMMENTS	DATE
Sector Manager Clearance		
Regional Director Clearance		
Sector Director Approval		

APPENDIX 1

Scale for Working Scores and Ratings

SCORE	EXPLANATION
4	Very Good- Fully achieved with no shortcomings
3	Good- Mostly achieved despite a few shortcomings
2	Fair- Partially achieved. Shortcomings and achievements are
1	Poor- Very limited achievement with extensive shortcomings
NA	Non Applicable

Note: The formulas round up or down for decimal points. Only whole numbers are computed.

Project costs Tables

If appropriate Re-estimate the economic rates of return based on costs and benefits at completion, and compare with appraisal estimates. Break down by components as appropriate. Analyze the sensitivity of the ERR to key assumptions. Present a financial analysis for project beneficiary entities.

Cost Estimate

Component A	UA	5.60 million
Component B	UA	15.16 million
Component C	UA	1.86 million
Component D	UA	1.70 million
Component E	UA	1.56 million
<u>Unallocated</u>	<u>UA</u>	<u>0.79 million</u>
Total		UA 26.67 million

Financing Plan

IDA	UA	14.22 million
ADF	UA	3.29 million
NDF	UA	7.30 million
RSA	UA	0.99 million
<u>GOM</u>	<u>UA</u>	<u>0.87 million</u>
Total	UA	26.67 million

**Table 1: Overall Project Cost Summary
By Component**

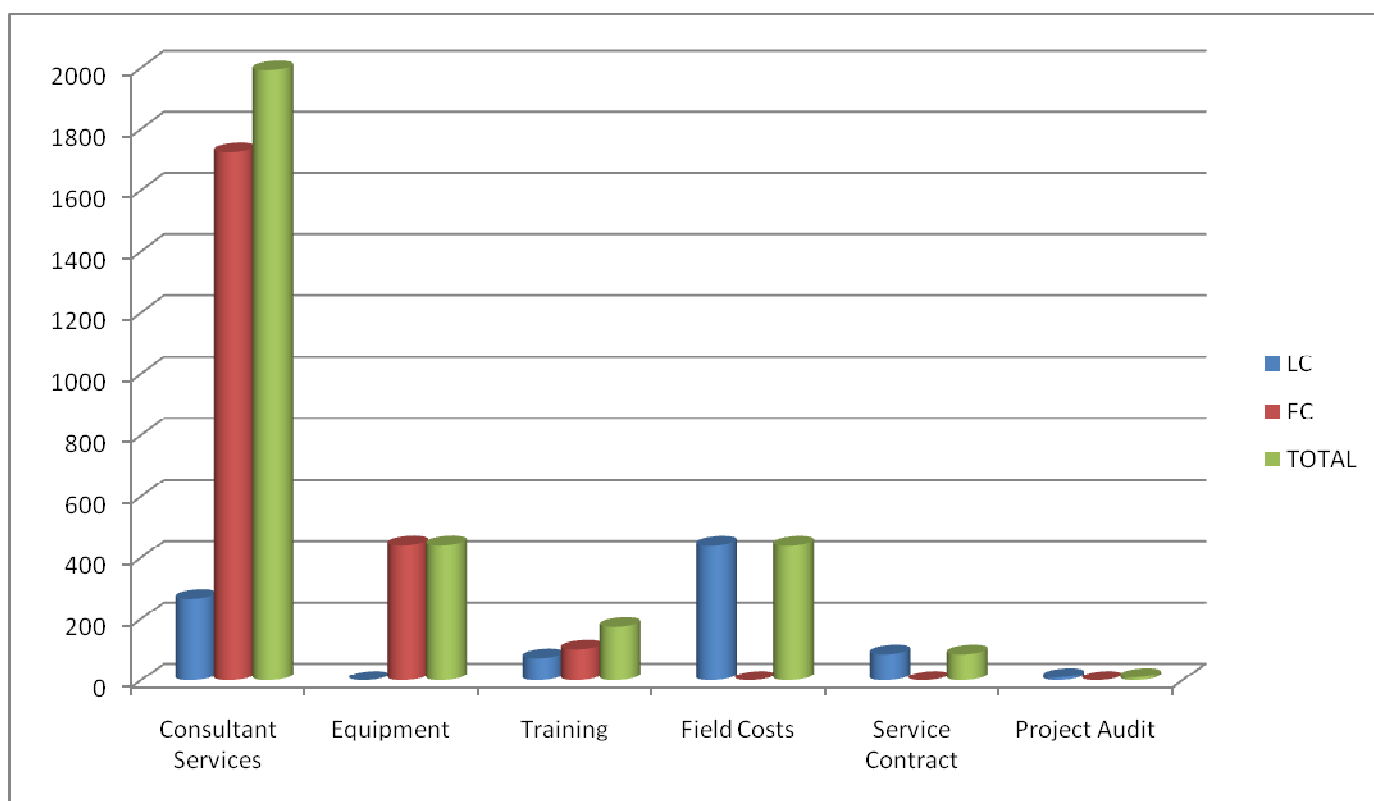
Component	('000 USD)			('000 UA)			% FC
	LC	FC	Total	LC	FC	Total	
A: Institutional Reform and Capacity Building	4 109,00	2 981,00	7 090,00	3 246,17	2 355,03	5 601,20	42,05
B: Geological Infrastructure	3 981,00	14 580,00	18 561,00	3 145,05	11 518,41	14 663,45	78,55
C: Environmental Management	865	1 485,00	2 350,00	683,36	1 173,17	1 856,53	63,19
D: Small Scale and Artisanal Mining	1 630,00	520	2 150,00	1 287,72	410,81	1 698,53	24,19
E: Project Management	1 730,00	240	1 970,00	1 366,72	189,6	1 556,33	12,18
Total Base Cost	12 315,00	19 806,00	32 121,00	9 729,03	15 647,02	25 376,05	61,66
Contingencies	147,78	1 495,83	1 643,62	116,75	1 181,72	1 298,47	91,01
Grand-Total	12 462,78	21 301,83	33 764,62	9 845,78	16 828,75	26 674,53	63,09

Table 2: Project Cost by Component - ADF Financed Components

ADF Financed Project Components	(USD '000)	(UA '000)					% FC
	LC	FC	Total	LC	FC	Total	
B3: Geochemical Mapping	436	632	1 068,00	344,45	499,29	843,74	59,18%
B5: Documentation Centre	92	368	460	72,68	290,73	363,41	80,00%
B6: Mineral Information System	200	560	760	158	442,41	600,41	73,68%
B7: Industrial Minerals and Building Material	233	640	873	184,07	505,61	689,68	73,31%
B9: DNG Central Laboratory	28	672	700	22,12	530,89	553,01	96,00%
E2: Project Management Unit (ADF)	120	0	120	94,8	0	94,8	0,00%
Total Base Cost	1 109,00	2 872,00	3 981,00	876,13	2 268,92	3 145,05	72,14%
Physical Contingency	110,9	287,2	398,1	87,61	226,89	314,5	72,14%
Price Contingency	36,88	208,63	245,52	29,14	164,82	193,96	84,98%
Grand-Total	1 256,78	3 367,83	4 624,62	992,88	2 660,64	3 653,51	72,82%

**Table 3: Project Cost by
Category of Expenditure-
ADF Financed
Components**

	(UA ' 000)		
	LC	FC	Total
Consultant Services	267,02	1 725,39	1 992,41
Equipment	0	442,41	442,41
Training	72,68	101,12	173,8
Field Costs	441,62	0	441,62
Service Contract	85,32	0	85,32
Project Audit	9,48	0	9,48
Total Base Cost	876,13	2 268,92	3 145,05
Physical Contingency	87,61	226,89	314,5
Price Contingency	29,14	164,82	193,96
Grand Total	992,88	2 660,63	3 653,51



Financing Cost by Category

Title	Allocated	Disbursed	Undisbursed	Uncommitted
Goods	684072	333198,07	350873,93	279814,25
Services	2400568	2107769,47	292798,53	212572,49
Operating Costs	62270	44369,21	17900,79	10955,42
Personnel	93850	53382,87	40467,13	40467,13
Miscellaneous	49240	23764,22	25475,78	25475,78
Total	3290000	2562483,84	727516,16	569285,07

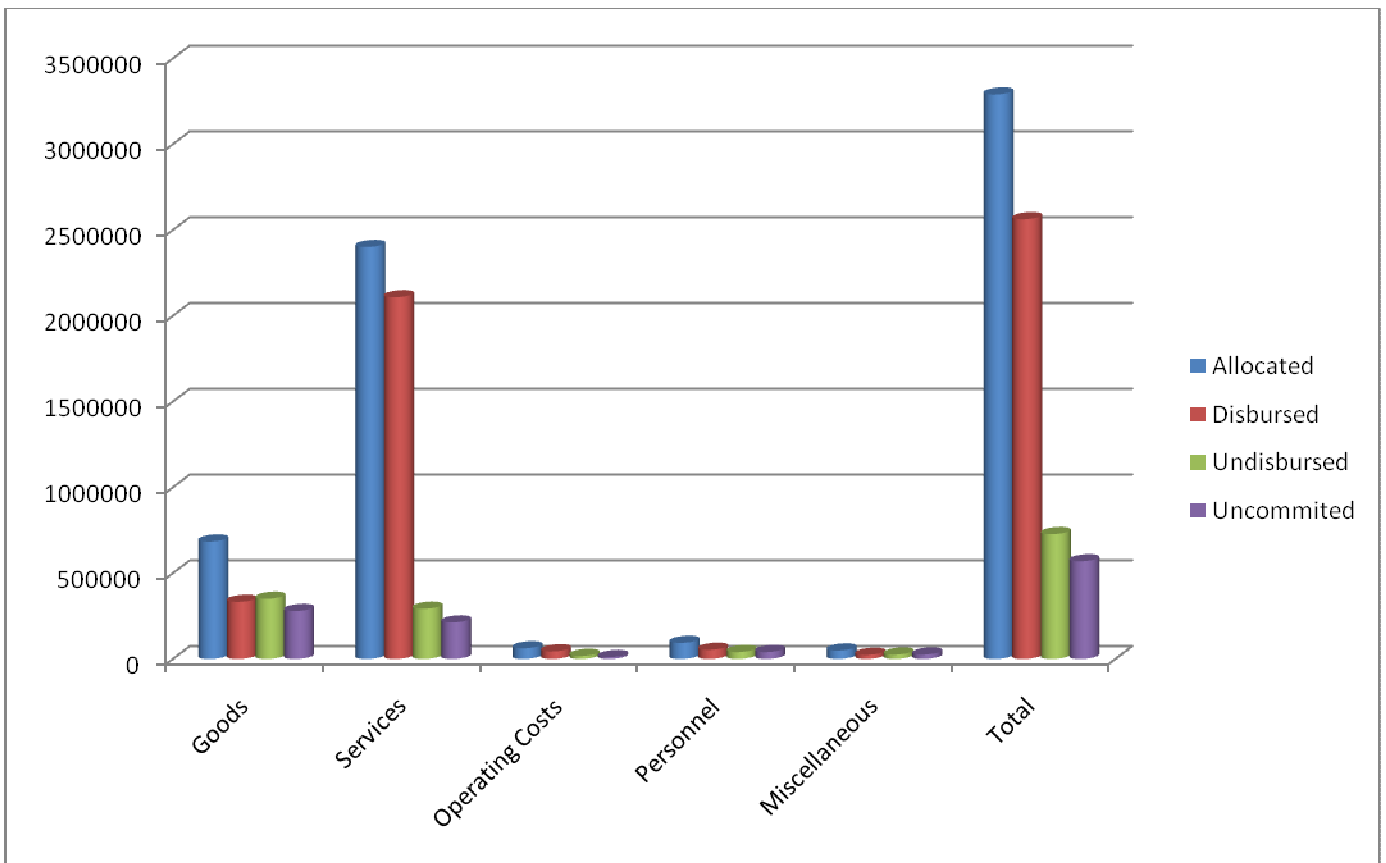


Table 4: Financing Plan by Project Component - ADF**Financed Components**

Project Components	(UA '000)			%
	ADF	GOM	Total	
B3: Geochemical Mapping	641,66	319,8	961,46	26,32%
B5: Documentation Centre	420,75	0	420,75	11,52%
B6: Mineral Information System	715,08	0	715,08	19,58%
B7: Industrial Minerals and Building Material	761,79	43,55	805,34	22,05%
B9: DNG Central Laboratory	645,54	0	645,54	17,67%
E2: Project Management Unit (ADF)	104,28	0	104,28	2,86%
Total	3 289,10	363,34	3 652,45	100,00%

List of Contracts Per Loan

Contract Reference	Beneficiary	Curr	Amount	Amendment	Amount Disburs
Services Contract for Geochem	Geological Survey of Finland	USD	1539050,00	0	1539050,00
Services Contract for DC &MIS	British Geological Survey (BGS)	USD	1091600,00	0	1045544,00
DNG Lab/GTK	Geological Survey of Finland	USD	449966,00	66464	444873,00
Denmark	Strauers A/S	USD	36320,00	0	0,00
South Africa	Spectro Analytical Instruments	EUR	225005,00	0	225004,00
South Africa	Carl Zeiss (PTY) LTD	USD	43432,00	0	0,00
01/MIREME/UCPM/ADB/05	Logitech	EUR	2343,00	0	0,00
01/MIREME/UCPM/ADB/05	Bruker Axs South Africa (Pty)	USD	139084,00	0	139084,00
01/MIREME/UCPM/ADB/05	OneMed Oy	USD	26427,00	0	26427,00
01/MIREME/UCPM/ADB/05	Laboratory & Air Purification	UAC	11137,73	0	0,00
MIREME-UCPM-MIRAGE-2008	Mirage Camal	MZN	6945,22	0	0,00
02/MIREME/UCPM/ADB/LS/2008	Triana	MZN	229640,00	0	229640,00
02/MIREME/UCPM/ADB/LS/2008	Minerva central	MZN	46825,12	0	46825,12
02/MIREME/UCPM/ADB/LS/2008	Televisa	MZN	235904,00	0	235904,00
02/MIREME/UCPM/ADB/LS/2008	Bytes & Pieces	MZN	479180,00	0	479180,00
MIREME-CPM-SARA-2008	Sara Justino M. Bairro de Magoanine	USD	18000,00	0	18000,00
MIREME-CPM-ITELVINA-2008	Etelvina de Abreu Carlos Miguel	USD	2400,00	0	2400,00
MIREM-CPM-CAMAL-2008	Mirage Camal	USD	12373,60	0	12373,60

Table: AfDB - Supervision missions

Supervision Mission	Date	Bank Staff
Field Mission	04.08.2002	ADT
Field Mission	24.11.2002	ADT
Field Mission	25.11.2003	ADT
Field Mission	22.03.2004	ADT
Field Mission	29.11.2004	ADT
Field Mission	27.06.2005	ADT
Field Mission	05.12.2005	ADT

Field Mission	09.04.2007	AMU
Field Mission	05.12.2007	AMU
Field Mission	26.02.2008	TIQUE

ADT – A. Taio; AMU – Amu, Orison; LKO – Daniel Lekoetje

Last Supervision mission

INDICATORS	RATINGS		
	Precedings report		
	27.06.2005	05.12.2005	09.04.2007
A. PROJECT IMPLEMENTATION			
Compliance with loan conditions precedent to entry into force	0	0	0
Compliance with General Conditions	0	0	0
Compliance with Other Conditions	0	0	0
B. PROCUREMENT PERFORMANCE			
Procurement of Consultancy Services	2	3	
Procurement of Goods and Works			
C. FINANCIAL PERFORMANCE			
Availability of Foreign Exchange	3	3	
Availability of Local Currency	1	2	
Disbursement Flows	1	2	
Cost Management	2	2	
Performance of Co-Financiers	3	3	
D. ACTIVITIES AND WORKS			
Adherence to implementation schedule	1	2	
Performance of Consultants or Technical Assistance	3	3	
Performance of Contractors			
Performance of Project Management	2	2	
E. IMPACT ON DEVELOPMENT			
Likelihood of achieving development Objectives	2	3	
Likelihood that benefits will be realized and sustained beyo	2	3	
Likely contribution of the project towards an increase in	2	2	

Current Rate of Return			
F. OVERALL PROJECT ASSESMENT			
Current Supervision Average	2	2,5	
Current Trend over time			

List of Supporting Documents

Mineral Resources Management Capacity Building Project, Project Appraisal Document (Report No. 21897-MOZ)

Mozambique Country Assistance Strategy, June 14, 2000 (Report No. 20521-MOZ)

Mozambique Country Assistance Strategy, October 20, 2003 (Report No. 26747-MZ)

Mozambique Country Partnership Strategy, April 24, 2007 (Report No. 39395-MZ)

Monitoring Program for the Mineral Resources Management Capacity Building Project Mozambique: Final Draft Report, Scanteam

Model Mining Agreement, 2007 (MIREM/DNM)

Investment Promotion Strategy, 2007 (MIREM/DNM)

Institutional Review of DNM and DNG, 2002 (MIREM) Project Status Reports/Implementation Status Reports (Project Portal)

Aide-Memoires and supervision mission reports

IMPLEMENTATION COMPLETION AND RESULTS REPORT (IDA-34860, IDA-3486A, JPN-25952) **The World Bank** Report No.