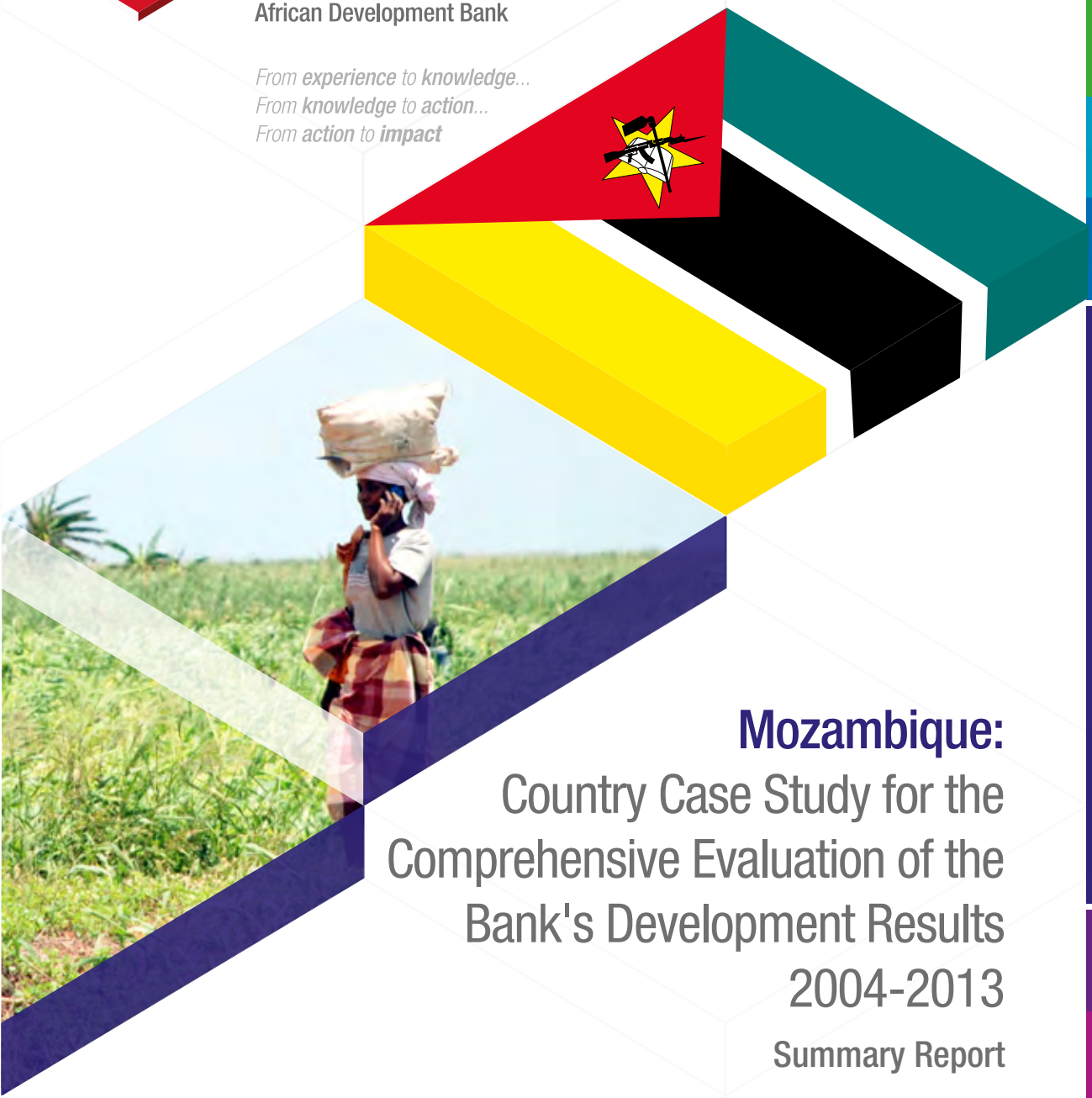
IDEV

Independent Development Evaluation
African Development Bank

*From **experience** to **knowledge**...*
*From **knowledge** to **action**...*
*From **action** to **impact***



An IDEV Country Case Study

Mozambique:
Country Case Study for the Comprehensive Evaluation of the Bank's Development Results 2004-2013

Summary Report

AFRICAN DEVELOPMENT BANK GROUP

December 2016

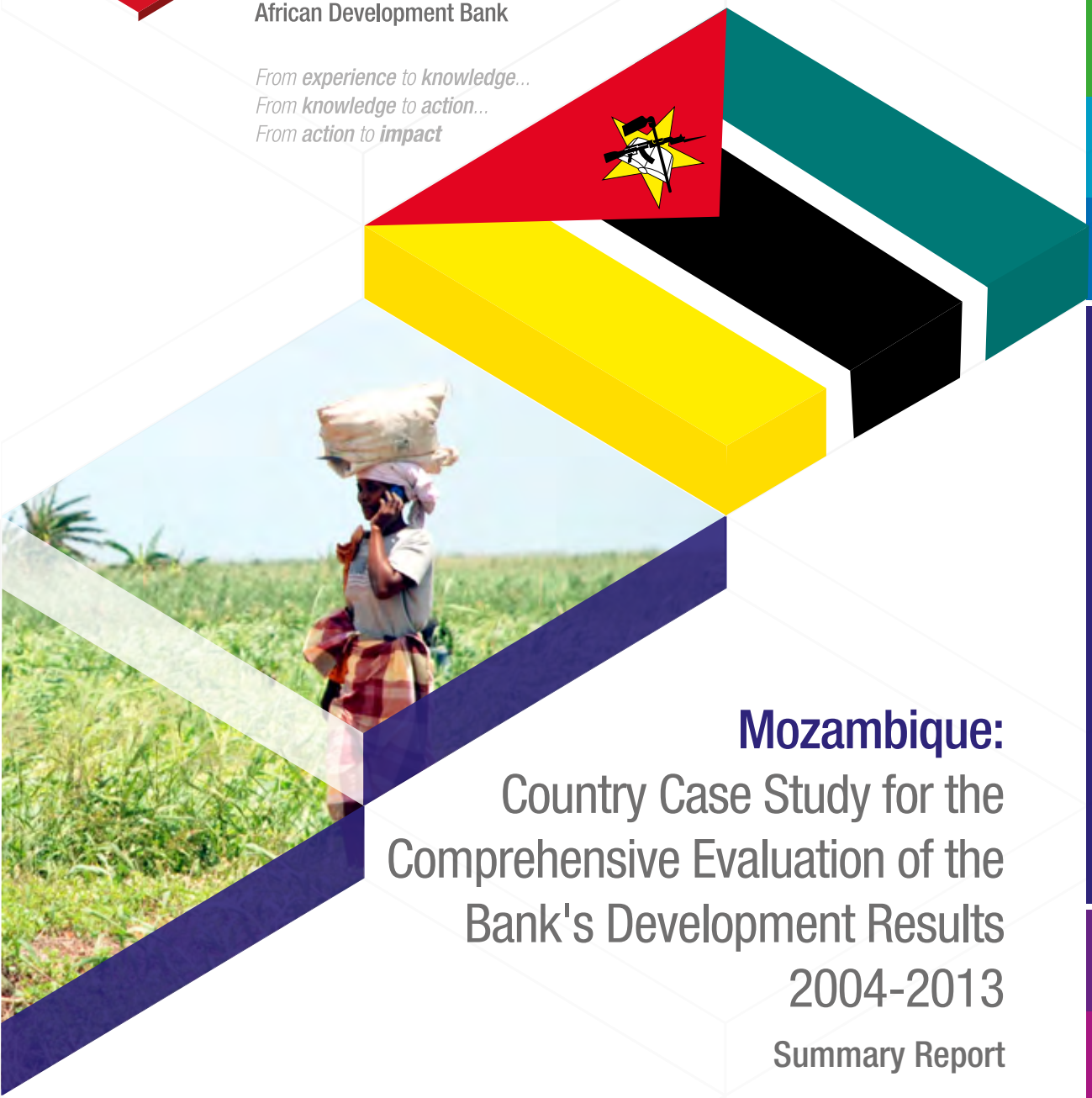
IDEV conducts different types of evaluations to achieve its strategic objectives



IDEV

Independent Development Evaluation
African Development Bank

*From **experience** to **knowledge**...*
*From **knowledge** to **action**...*
*From **action** to **impact***



An IDEV Country Case Study

Mozambique:
Country Case Study for the Comprehensive Evaluation of the Bank's Development Results 2004-2013

Summary Report

AFRICAN DEVELOPMENT BANK GROUP

December 2016

ACKNOWLEDGMENTS

Task manager	**Mirianaud Oswald Agbadome**, Senior Evaluation Officer, IDEV2
Team member(s)	**Carla Félix Silva** and **Latéfa Conè Camara**, Consultants, IDEV2
Consultant	**Ernst and Young**, Mozambique, **Candido Ndimande** (team leader)
Internal peer reviewer	**Mampuzhasseril Madhusoodhanan**, Principal Evaluation Officer, IDEV2
Knowledge management officer	**Kobena T. Hanson**, Consultant, IDEV3 **Mireille P. Cobinah-Ebrottie**, Evaluation Knowledge Assistant, IDEV3
Special thanks to	All Bank staff and country team members for their contribution and good cooperation during the evaluation phases. Staff of development partners, representatives and external stakeholders, clients, partners and private sector clients for their time for interview, to arrange site visits and comment on evaluation findings. The Evaluation Department of the Norwegian Agency for Development Cooperation (Norad) for the financial support
Division manager	**Samer Hachem**
Evaluator-General	**Rakesh Nangia**

© 2016 African Development Bank Group
All rights reserved – Published December 2016

Mozambique: Country Case Study for the Comprehensive Evaluation of the Bank's Development Results - 2004-2013 - Summary Report
IDEV Country Case Study, December 2016

Disclaimer

Unless expressly stated otherwise, the findings, interpretations and conclusions expressed in this publication are those of the various authors of the publication and are not necessarily those of the Management of the African Development Bank (the "Bank") and the African Development Fund (the "Fund"), Boards of Directors, Boards of Governors or the countries they represent.

Use of this publication is at the reader's sole risk. The content of this publication is provided without warranty of any kind, either express or implied, including without limitation warranties of merchantability, fitness for a particular purpose, and non-infringement of third-party rights. The Bank specifically does not make any warranties or representations as to the accuracy, completeness, reliability or current validity of any information contained in the publication. Under no circumstances including, but not limited to, negligence, shall the Bank be liable for any loss, damage, liability or expense incurred or suffered which is claimed to result directly or indirectly from use of this publication or reliance on its content.

This publication may contain advice, opinions, and statements of various information and content providers. The Bank does not represent or endorse the accuracy, completeness, reliability or current validity of any advice, opinion, statement or other information provided by any information or content provider or other person or entity. Reliance upon any such opinion, advice, statement, or other information shall also be at the reader's own risk.

About the AfDB

The overarching objective of the African Development Bank Group is to spur sustainable economic development and social progress in its regional member countries (RMCs), thus contributing to poverty reduction. The Bank Group achieves this objective by mobilizing and allocating resources for investment in RMCs and providing policy advice and technical assistance to support development efforts.

About Independent Development Evaluation (IDEV)

The mission of Independent Development Evaluation at the AfDB is to enhance the development effectiveness of the institution in its regional member countries through independent and instrumental evaluations and partnerships for sharing knowledge.

Independent Development Evaluation (IDEV)
African Development Bank Group
Avenue Joseph Anoma 01 BP 1387, Abidjan 01 Côte d'Ivoire
Phone: +225 20 26 20 41
E-mail: idevhelpdesk@afdb.org
idev.afdb.org

Design & layout: .Com - info@pointcomci.net
Original language: English - Translation: AfDB Language Services Department

Contents

Acknowledgments ii
Abbreviations and Acronyms v
Executive Summary 1

Introduction 3

Background, Purpose and Scope 3
Audience and Stakeholders 3
Overview of the Evaluation Design 3
Limitations 3

Country Context 5

Socio-Economic Context 5
Bank Strategy and Program 6

Driving and Limiting Factors for Bank's Performance 9

Quality of CSPs 9
Quality of Project Design 9
Quality of Project Log-frames 10
Managing for Development Results 10
Knowledge and Policy Advice 12
Partnerships, Coordination and Leverage 12

Key Lessons for the Implementation of the Future Strategy 15

Annexes 19

Endnotes 30

Contents

List of Figures

Figure 1. Strategic Pillars and Objectives in the 2002-2011 CSPs. 6
Figure 2. Total Bank commitment by sector 2004-2013 (UA million) 7

Abbreviations and Acronyms

ACFA	Accelerated Cofinancing Facility for Africa
ADF	African Development Fund
AfDB	African Development Bank Group
CEDR	Comprehensive Evaluation of the Bank's Development Results
CFR	Country Factor Review
CPIA	Country Policy and Institutional Assessment
CPIP	Country Portfolio Improvement Plan
CPPR	Country Portfolio Performance Review
CSP	Country Strategy Paper
EA	Executing Agency
EIRR	Economic internal rate of return
EITI	Extractive Industry Transparency Initiative
EQ	Evaluation Questions
ESW	Economic and Sector Work
FDI	Foreign Direct Investment
G19	Development Partners Group 19
GBS	General Budget Support
GDP	Gross Domestic Product
GNI	Gross National Income
GoM	Government of Mozambique
IDEV	Independent Development Evaluation
JICA	Japan International Cooperation Agency
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation and Development
PAF	Performance Assessment Framework
PAP	*Parceiros de Apoio Programático* (Mozambique Development Partners)
PAR	Project Appraisal Report
PARPA	*Plano de Acção para a Redução da Pobreza Absoluta* - (Poverty Reduction Strategy Paper)
PBA	Performance Based Allocation
PBO	Policy-Based Operations
PCR	Project Completion Report
PCRN	Project Completion Report Evaluation Note
PIU	Project Implementation Unit
PFM	Public Finance Management
PPP	Potentially Problematic Project
PRA	Project Results Assessment
PRSL	Poverty Reduction Support Loan
PRSP	Poverty Reduction Strategy Paper
SAP	AfDB's Information System Software
SME	Small and medium enterprises
ToC	Theory of Change
ToR	Terms of Reference
UA	Unit of Account
WESDP	Women's Entrepreneurship and Skills Development Project



Executive Summary

The evaluative case study of the African Development Bank Group (AfDB or the Bank) strategy and program in Mozambique over 2004-2013 was undertaken with the primary purpose to inform the Comprehensive Evaluation of the Bank's Development Results (CEDR). The methodology used to provide solid evidence for its findings include thorough project assessments, reviews of the broader portfolio of strategies and of non lending activities, semi-structured interviews, and focus group discussions during field visits to selected projects sites. It responds to questions about how the Bank has managed its operations, and the lessons learned based on what it has supported and what has hindered performance. The results and analysis presented covers the period from 2004 to 2013 inclusively.

Between 2004 and 2013 in Mozambique, the Bank approved a total of 673.98 million UA for 30 projects across eight sectors.

The Bank's lending to Mozambique's public and private sectors has been mainly in the form of investment projects and Policy-Based Operations (PBO). The Bank has also utilized Trust Funds for financing Economic and Sector Work (ESW) in the areas of public financial management, water and sanitation, domestic resource mobilization and the transparency of extractive industries. Over the years, the Bank's activities shifted increasingly towards more investment in infrastructure to align with the Bank's ten-year strategy in which infrastructural development is a key priority.

For the review period 2004-2013, Bank Group assistance to Mozambique has been guided by three strategic frameworks: the 2002-2004 Country Strategy Paper (CSP), the 2006-2009 CSP, which was extended to 2010 and the 2011-2015 CSP. Overall, the Bank's strategy was relevant to and consistent with Mozambique's development priorities. It supported two main pillars, strengthening governance and developing infrastructure. The portfolio was well aligned with the Bank's strategic objectives and the country's context and needs. However, the Bank did not apply an appropriate level of selectivity and identified interventions in too wide a range of sectors.

At project level, poor design was an issue. The expected outcomes, timeline and impacts were not realistic and this weaknesses later reflected on results. Although the Bank's interventions consider beneficiaries' needs, the design of the projects could have been improved by consulting more with stakeholders outside government and addressing regional development issues.

The overall performance of the Bank was negatively affected by a weak focus on results. There is still a need to improve the management for development results mechanisms to ensure that lessons learned during the implementation of the projects are optimized. The opening of the Country office has proved a positive evolution with respect to improving the Bank's response and performance.

In terms of knowledge and advice in Mozambique, the AfDB is still seen more as a funding partner rather than a knowledge broker. ESWs from the Bank were deemed useful for both the government and the Bank, but the Bank is considered the primary user of the ESWs and their effect on policy dialogue is not noticeable, despite a policy dialogue with other donors.

Even though the Bank is perceived by stakeholders in government as an institution which understands the African context and provides a more tailored support to government when compared to other donors, the institution is considered weak in its

consultation with civil society and non-governmental development partners. The Bank has participated in donors' coordination groups in Mozambique, but its influence has remained limited. However, it has been able to use opportunistically its leverage to mobilize additional funding with other donors.

Overall, the Bank interventions generated positive results in Mozambique's economic development in different areas. The case study has identified specific factors, both internal and external to the Bank, affecting the Bank's performance in Mozambique.

The increased country presence through the opening of Bank's office in Mozambique has played a positive role in improving the Bank performance, through improved supervision and enhanced participation in donors' coordination mechanisms.

In Mozambique, the Bank also benefitted from a well-organized partnership landscape which favoured the mobilization of additional resources. However, like in most of CEDR countries, leverage was rather opportunistic at project level and less coordinated at strategic level.

By contrast, limiting factors requiring attention from the Bank include:

- poor selectivity
- weaknesses in project design and supervision and
- the rigidity of the procedures.

These three factors hamper the Bank's ability to focus and solve issues in a critical and competitive manner.

It was also noted that an important positive factor in Mozambique was the country's ownership of its development agenda and the sound coordination of development aid. But this opportunity is balanced by limiting factors such as

- language barrier
- low capacity of workers and executing agencies' lack of capacity to implement the project activities or manage resources, and
- preconditions for project implementation owing to the challenge the government sometimes faces to meet the prerequisites for loan entry.

Introduction

Background, Purpose and Scope

The evaluative case study of the African Development Bank Group (AfDB or the Bank) strategy and program in Mozambique over 2004-2013 was undertaken with the primary purpose to inform the Comprehensive Evaluation of the Bank's Development Results (CEDR).

It is also intended to generate lessons from the Bank's performance with respect to its lending and nonlending support over the referred period, and to provide insights about the fruitful implementation of the new Country Strategy Paper (CSP) in Mozambique.

Audience and Stakeholders

The principal audiences targeted by the evaluation are the Bank Group's Board, Management and Staff (namely the Mozambique country team). Other audiences for the evaluation include key stakeholders in the country in both the public and private sectors, development partners, civil society and beneficiaries.

Overview of the Evaluation Design

This evaluation applied the standard IDEV and OECD-DAC criteria and evaluation standards. It is a theory-based evaluation conducted to inform the CEDR. For this purpose, the evaluation team narrowed the scope to a sample of eight projects (from a total of 30 in different sectors), which were analysed within the Project Results Assessment (PRA) template, whilst a detailed country contextual analysis (Country Factor Review or CFR) was conducted - both in accordance with the CEDR methodology.

The present report was prepared based on the review of the: 1) PRAs; 2) CFR; and 3) documentation review of CSPs as well as other relevant sources of information (Appraisal Reports, PCRs, CPPRs, and so forth).

Limitations

The key methodological limitations are the following:

- The PRA sample not including all sectors;
- The bottlenecks in collecting documents and information on the first period of the evaluation (2004-2006);
- The limited high quality data and analysis on the country;
- The inability to produce robust estimates for project efficiency indicators due to time and resources constraints (in some case the baseline data were not available);
- The challenges associated with accessing information and project sites (Moma Titanium Sands project).

To mitigate these limitations the study evaluated the research questions by using multiple sources of information and proxies for indicators for which data were not available.



Country Context

Socio-Economic Context

Mozambique had in 2015 a population of close to 28 million people. The Gross National Income (GNI) per capita was USD 620 in 2014, which positions Mozambique in the Low-Income Countries category. Covering an area of 802,000 square kilometres, the country is rich in natural resources - including aluminium, coal and natural gas - which have attracted considerable Foreign Direct Investments (FDIs).

Mozambique had one of the highest growth rates in Africa in the period examined (2004-2013), averaging around 7.5% annually. The main drivers of growth include strong FDI focused mostly on the extractive sector, and public expenditures fuelled by high levels of Official Development Assistance (ODA), making up 20% of GNI (one of the highest Aid/GDP ratios in Africa). The fastest growing sector in 2013 was the extractive sector (characterized by mega projects) and propelled by a boost in coal exports. The agriculture sector, which employs close to 80% of the labour force, lacked the same economic dynamism. In 2015, real GDP growth was 6.3% despite severe floods early in the year. The progressive increase in coal production, the implementation of large infrastructure projects, and the expansion of government spending continue to drive economic growth. However, poverty levels remain high. The capital-intensive nature of the country's economic growth has restricted job creation and poverty reduction.

Mozambique's development strategy agenda was guided by three successive plans[1] - Plano de Acção de Redução de Pobreza (PARPA)[2]. The three plans had as a goal the aim of reducing poverty from 69% of the population (in 1997) to 54% (in 2003), to 45% (in 2009), and down to 42% (in 2014). While the vision and objectives for PARPA II were similar to PARPA I (in terms of reducing poverty, and increasing growth), the emphasis was different. The priorities for PARPA II (2006-2009) included greater integration of the national economy and an increase in productivity.

As the document states "it focuses attention on district based development, creation of an environment favourable to growth of the nation's productive sector, improvement of the financial system, measures to help small and midsized companies to flourish in the formal sector, and the development of both the internal revenue collection system and the methods of allocating budgeted funds". These objectives were organized in three pillars, namely:

- governance,
- human capital development and
- economic development.

PARPA III (2011-2014) is the third Action Plan for the Reduction of Absolute Poverty, and aims to reduce the poverty rate from 54% (in 2009) to 42% (in 2014), and reduce Mozambique's infrastructure gap as well as promoting human and economic wellbeing through rapid and inclusive growth (GDP is expected to grow at an annual rate of 8%). PARPA III has three objectives:

- increased production and productivity in the agriculture and fisheries sectors,
- employment promotion, and
- human and social development.

Two pillars supported these objectives:

- macroeconomic management and
- governance.

The Human Development Index for 2014 ranks Mozambique as 178th out of 187 countries. Mozambique's per capita income and key social indicators are less than half the sub-Saharan

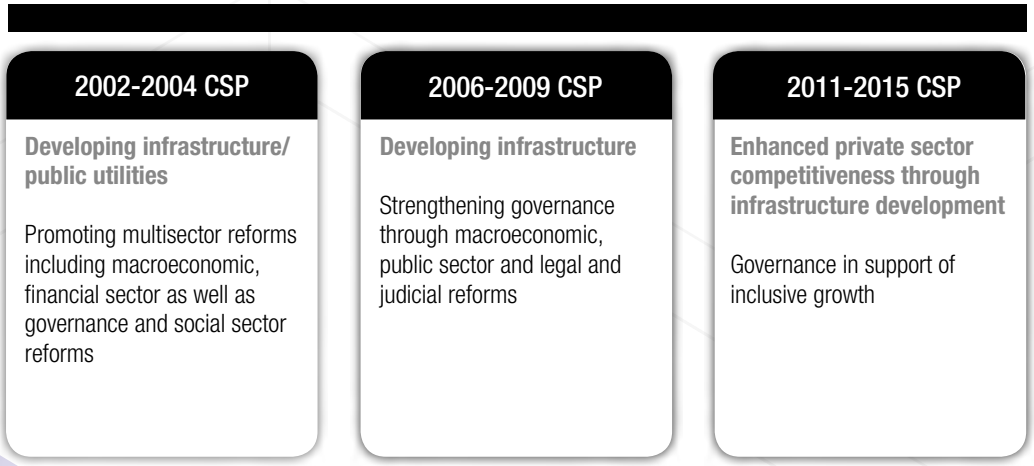
average. Rural areas are penalised in their access to social services, and under-five and maternal mortality[3] are still higher in the rural northern and central provinces, where the lack of health facilities limits access to care. The provision of water also remains a major challenge in Mozambique. Although the access to safe drinking water in urban areas has increased significantly[4] to 70%, the overall access remains low. Only 49% of the population enjoy access to water and this is way below the average of 58% across the African continent. Nevertheless, Mozambique has made important progress in some areas: primary school enrolment rates and gender parity in enrolment have increased significantly over the past decade[5]. By contrast, adult literacy reaches only 51% of the population, which translates into an acute shortage of highly educated workers (the quality of education remains a concern).

One of the priorities for (i) the last decade was the public sector reforms due to the nonexistence of clear and transparent processes for financial management, (ii) the overcentralization of financial functions, and (iii) the lack of qualified staff. These challenges contributed to the country's widespread corruption and worsened the business environment.

Bank Strategy and Program

The Bank's strategy and program to Mozambique has been guided by three strategic frameworks[6] over the period 2004-2013. Although emphasis may have shifted over time, the pillars of Bank support remained globally stable around (1) developing infrastructure and (2) strengthening governance (figure 1).

Figure 1. Strategic Pillars and Objectives in the 2002-2011 CSPs.



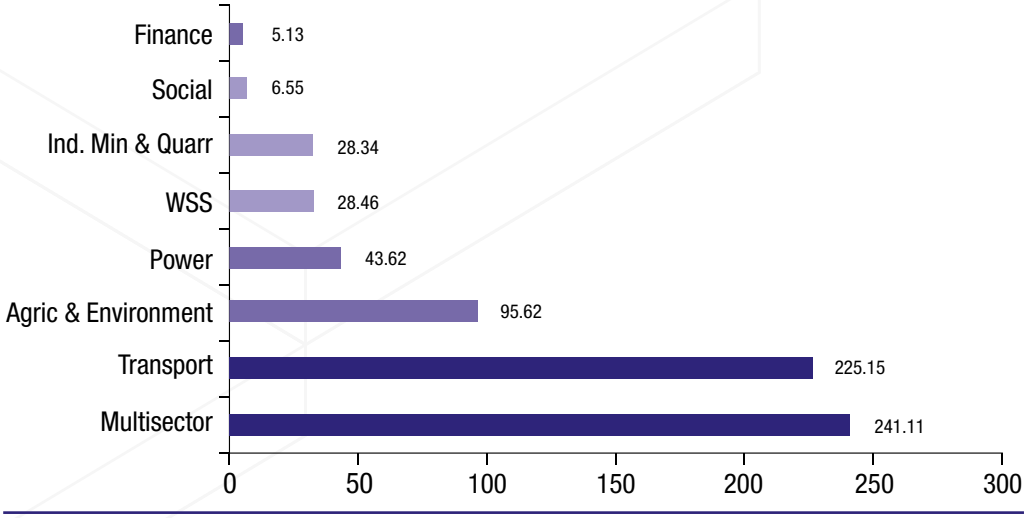
Source: Mozambique: 2002, 2006 and 2011 Country Strategy Papers, African Development Bank ADB/BD/WP/2003/106, ADB/BD/WP/2006/47 and ADB/BD/WP/2011/151, respectively.

Between 2004 and 2013[7], the Bank approved a total of UA 673.98 million for 30 projects across eight sectors in Mozambique. The Bank's lending to Mozambique public and private sectors have been mainly in the form of investment projects and recently of Policy Based Operations (PBOs). The majority of Bank projects approved within the review period were funded through the African Development Fund, representing 92.82% in total. Other windows such as the African Water Facility Fund, the Special Relief Fund, or the Strategic Climate Fund, account for 7% of total funding. The Bank has collaborated with other development partners through parallel financing, participation in general budget support and joining the G-19 donors (that agreed on a joint program for providing budget support in the spirit of the Paris Declaration).

The Bank's portfolio during this period was mainly dominated by investments in Governance with a total commitment of UA 241 million for six projects and the transport sector with a total commitment of UA 225 million for four operations. The figure below shows the distribution of projects across sectors for the 2004-2013 period.

Over the years, the Bank's activities shifted increasingly towards more investment in infrastructure to align with the Bank's Ten-Year Strategy in which infrastructural development is a key priority[8].

Figure 2. Total Bank commitment by sector 2004-2013 (UA million)



Source: AfDB CEDR Database


+7m
J14

Driving and Limiting Factors for Bank's Performance

This section presents the findings of the case study related to the factors affecting the performance of the Bank in the period under review. It is deliberately focused on lessons that can inform the implementation of the next strategy rather than on accountability, which was not the primary purpose of the case study.

Quality of CSPs

The quality of CSPs has improved over time yet with persisting margins for improvements.

Although the CSP's were aligned with country and Bank strategies, they were not selective with respect to priority areas chosen for support. The most recent (2011-2015) CSP included two pillars, two cross-cutting themes (gender, environment and climate change), and kept a broad focus, covering eight sectors/themes (for example, public financial management, natural resources management and public sector efficiency, business environment, financial services, agriculture, transport, power, water supply and sanitation,) each with several objectives. This, in turn, led to a proliferation of CSP expected outcomes (totalling 26) and outputs (23).

Furthermore, while the 2006-2009/10 and 2011-2015 CSP results matrices included generally defined outputs and outcomes for each of the two supported pillars, the quality and format of the two CSP results frameworks varied. A notable example is the infrastructure pillar in which the links between outputs and outcomes were clearly specified under the road, energy and water supply and sanitation projects/programs, but the links between project/program and CSP outcomes were not always explicitly spelled out. Moreover, the selection of some outcome indicators was not based on results that can be clearly and directly attributed to the program interventions. Thus, it was sometimes difficult to discern the Bank's contribution to country level outcomes. Nor for that matter did the two CSPs provide any explicit theories of change that could contribute to minimizing the gap between the different levels of results.

Quality of Project Design

The Bank's project designs often showed deficiencies in

- their assessment of the availability of the skills, staff qualifications, and technological systems required by each project, and
- their consequent construction of implementation matrices.

For instance, for most of the Bank's portfolio, delays were related to contract management, procurement and disbursement processes arising because the implementing units had inadequate qualifications. The project designs failed to set realistic time periods that correspond to the implementers' qualifications and capacity (to meet the conditions for entry into force, for example) and to the requirements of the Bank's internal processes, mainly related to procurement, disbursement and project management.

The government's weaknesses in the ability of its staff to manage projects constituted further risks for the interventions. These difficulties and the inadequacy of the mitigation measures sometimes arose due to the lack of previous studies and in-depth understanding of project area.

Project design issues also affected sustainability. For instance, the Women Entrepreneurship for

Skills Development project planned to acquire agro-processing equipment but did not factor in the maintenance (cost and technical expertise) and the local availability of spare parts. In the Financial Sector Technical Assistance project, the project design considered the acquisition of some hardware and software without the movable assets required for the operationalization of the equipment. In the case of the Regadio Baixo Limpopo (Massingir Dam Project), an adequate structure that could have prevented the salinization of soils and a drainage station was reported not to be functional for several months during the field visit. This can condemn and transform fertile soils into obsolete infertile soils - a situation which would take decades to reverse.

Quality of Project Log-frames

Overall, the projects' outputs planned for the Bank's interventions were realistic and in line with projects objectives. However, it was noted there was a tendency to identify high target outcomes beyond the reach of the project. Results frameworks were therefore weak in establishing clear theories of change with strong indicators to be monitored at outcome level. Outcomes were focused on changes where the projects could have exerted merely a contributing effect, such as the national growth rate as well as macro indicators. But outcomes closer to the project's sphere of influence, and directly linked to the outputs, could have been better identified.

Moreover, various projects missed links between outputs and outcomes because of the weak theory of change employed. For instance, the Bank estimated that the approval of an anti-corruption policy could be expected to help achieving a culture of transparency and anti-corruption practices in the public sector. However, to build a culture of transparency and accountability in the public sector requires more than the mere approval of a policy. It requires strategies and concrete actions that must be monitored to guarantee achievement of the desired outcomes. The Bank's interventions only covered the approval of the anti-corruption policy and law, while assistance to implement the policy was necessary for achieving results.

Over the years the design of the Bank's projects has evolved positively from the perspective of focus on results. For instance, the first Poverty Reduction Loan (PRSL I) had a one-year timeframe while outcomes would appear in the medium- and long-term, making it difficult to monitor. As a continuation of the PRSL I, the PRSL II had a three-year timeframe. The first phase of the Women Entrepreneurship and Skills Development Project (WESDP) project did not assess the availability of the necessary resources to develop the project (electricity and equipment service maintenance, for example). This hindered the achievement of the project's planned results. The later Consolidation phase considered these factors and aligned the available resources in the beneficiaries' zones by providing the equipment required to achieve the project's results and the CSP's outcomes for rural development, women's empowerment and food security.

Managing for Development Results

The Bank is not seen by stakeholders as having a strong focus on results. This opinion relates to the long delays in solving critical issues. For example, it took 18 months to agree with the Bank to cover the cost of translation of the procurement documents with respect to the implementation of the Niassa Province Towns Water and Sanitation project. In total, the project suffered a 27-month delay. Longs delays were reportedly attributable to the insufficiency of staff: at the time of the evaluation, the Mozambique Office had only one disbursement officer and no country program officer has been in place since 2012.

During the period under analysis the Bank's structure and processes were centralized and excessively bureaucratic for disbursements and procurements. For example, until the 2006 CSP, no-objection letters were approved centrally

by the Bank, a process that engendered many delays in project implementation. In the case of the Montepuez-Lichinga Road project, which was jointly financed by the Bank and JICA, the latter has complained during interviews of delays on the Bank's side to deliver ACFA notice and no-objection letters, causing extra cost on the project. On the transport projects, for example, the Multinational Nacala Road Corridor Project (UA 43.7 million) and the Montepuez-Lichinga Road project (UA 27.7 million), the Japanese partner, JICA, noted important delays in the disbursement process and the response to no-objection or other documents on the Bank side, which had led to extra-costs on the projects. As an illustration, JICA has shared a table recording the time for delivery of the ACFA (Accelerated Cofinancing for Africa) notice, which is a mandatory notice by the Bank for JICA to proceed with a disbursement. The issuance of this notice by the Bank should take less than a week but in practice took between seven to 28 days.

The opening of the country office has however triggered a positive evolution towards the goal of improving the Bank's response and performance. Since 2011, significant improvements occurred, largely due to the implementation of previous Country Portfolio Performance Review (CPPR) recommendations, and the office's pro-active portfolio management in coordination with the government. This has translated into the restructuring or cancellation of problematic projects, the closing of ageing operations, and the rejuvenation of the portfolio funded by cancelled resources and the country's PBA.

The Bank´s supervision in Mozambique has gradually improved since 2004. This positive evolution was attributed to the proper planning and timely recording of supervisory missions into SAP. The opening of the country office has also played a great role in improving the close monitoring of the projects, although it must also be noted that it did not have any Country Program Officer to monitor the portfolio since 2012. After increasing from the 2002-2004 CSP to the 2006-2010 CSP, risks decreased over 2011-2015, with the number of Potentially Problematic Projects (PPPs) falling from 12 to three, and the number of Problematic Projects (PP) remaining stable at one. In addition, the combined CSP Completion Report and CPPR 2011-2015 reported that the proportion of projects and commitments at risk was 7% and 3% respectively, compared to 75% and 68% in 2010. This was the result of the implementation of an intensive dialogue about the portfolio through technical meetings and joint design and supervision with the GoM for all projects. This occurred at least twice year to ensure the quality at the beginning of the projects and effective monitoring.

Yet supervision challenges remained with scarce analytical information, for example, on challenges, their underlying causes and mitigation measures found in the supervision reports. The documentation reviewed did not present evidence about the solutions found to issues and their impact upon the projects' efficiency and economic and sectoral development. In interviews, project leaders also sometimes complained that the project monitoring by the Bank is "not frequent or thorough enough to gain a correct understanding of what is occurring in the field".

Furthermore, mechanisms to ensure lessons learned during the implementation of the projects are used in next designs could be improved. The most commonly cited issues in interviews to explain poor performance were delays in disbursements, slow procurement processes, and the Executing Agency's weak capacity or language issues. The fact that these issues are mentioned in each portfolio review report from 2003 to 2013 shows there is room for improvement in the design of projects factoring in the context of implementation.

Finally, Bank interventions and fund allocation was separated by economic sectors and did not consider the synergetic effects necessary between different sectors to reinforce project outcomes and sustainability. In this regard, even single projects

that integrated different sectoral components did not foresee that a team (and implementing agencies) with the different sectoral skills would be needed. For example, though the WESDP involves agriculture, processing, trade/business, gender and rural development, the implementation team was from the gender and social sector. Moreover, it was only at halfway through implementation that an effective private organization was associated to act as implementing partner. Furthermore, collaborative strategies with other interventions in the same region could have maximised outcomes. Although Bank financed projects were decentralised throughout the different regions, a more synergetic approach, focusing on addressing regional development by integrating interventions in a region to achieve greater development impact, may have better addressed the issue of regional disparities.

Knowledge and Policy Advice

The majority of government officials met during the interviews emphasized the role of AfDB as a funding partner rather than a knowledge broker. The Bank's nonlending activities included ESW and support for policy dialogue. The Bank resorted to Trust Funds for financing it in the areas of public financial management, water and sanitation, domestic resource mobilization and transparency of extractive industries. Seven major studies were undertaken from 2004 to 2013 in the fields of gender, private sector, finance, and governance, and informed the Bank's CSPs.

ESWs were deemed useful for both the government and the Bank, as they covered important subjects related to Mozambique's development. However, according to the interviews, the Bank is the primary user of the ESWs, despite the studies being disseminated among national stakeholders, including government agencies and other donors. The stakeholders interviewed did not have a sufficient knowledge of these reports, nor were any of these studies cited as having influenced policy change or reform. No consistent evidence exists to corroborate any influence on GoM's policies. If donors and government officials agreed to have participated in Bank's disseminations workshops, none were able to relate these to the ESW produced during this period.

Partnerships, Coordination and Leverage

The Bank is perceived by stakeholders in government as an institution which understands the African context and the country's needs. Nonetheless, the institution is considered weak in its consultation with civil society and non-governmental development partners, despite being part of the Mozambican Developmental Partners (PAPs) group[10]. This Aid coordination group is particularly relevant in the budget support context, ensuring a single reform program and providing the necessary technical, financial and institutional assistance for its implementation. However, and as mentioned before, despite Bank's engagement in this group from it is origin, its role in policy dialogue was not perceived as being critical.

The Bank is present in seven groups out of a total of eighteen, only leading in one of them (roads). AfDB is absent in key working groups, such as governance, the second pillar of the Bank's strategy. This limited presence in donor coordination efforts is one factor explaining the limited influence on policy dialogue.

Another issue refers to the Bank's procedures of disbursement and project management, which (between 2002 and 2009) were not aligned with other donors that were using procedures based on the Paris Declaration on Aid effectiveness. After that, the Bank has managed to achieve progress in improving the levels of ownership, alignment, harmonization, mutual accountability, and managing for results. In 2008, to align with other G-19 donors, the Bank agreed to trigger its 2009 and 2010 budget-support disbursements based on the overall annual budget-performance assessment by the G-19. However, despite numerous requests from the

government, the Bank has not adopted sectorwide approaches and sectorial budget support, which are now preferred by other donors.

The Bank has been able to establish relevant partnerships for the implementation of its projects. The specific case of the Financial Sector Technical Assistance is a success story given that it was designed in consultation with the financial forum (including donors, banks, insurance entities, and governmental financial institutions) to develop activities required to consolidate the financial sector.

Finally, the Bank has leveraged to mobilize additional resources for investment in Mozambique with a third of the portfolio being cofunded during 2008-2013.



Key Lessons for the Implementation of the Future Strategy

Overall, the Bank interventions generated positive results in Mozambique's economic development in different areas, for example, public sector, financial sector, judicial system, infrastructure and social sectors. However some factors have hampered the performance and project results achievement. The case study has identified specific factors affecting the Bank's performance in Mozambique. These factors are both internal and external to the Bank.

The positive internal factors identified are:

- **The existence of a country office:** The opening of the Bank's office in Mozambique has played a critical role in improving the Bank performance in the country, through improved supervision, donor's coordination and project effectiveness. The country presence has contributed to strengthening the Bank's position in the partnership landscape and this presence is found by all stakeholders to be positive for the Bank's image. The supervision has benefited from the local expertise available in the country office as more supervision missions were carried out with a stronger coordination with headquarters units. The country presence improves the understanding of the country context but is not a sufficient condition for effectiveness since other challenges are not addressed.

- **Partnerships:** In Mozambique the Bank benefitted from a well-organized partnership landscape thanks to the existence of the G19. Overall, the Bank was able to organize itself to mobilize additional resources in Mozambique, mainly through cofinancing. Like in the case of most CEDR countries, leverage was rather opportunistic at project level and less coordinated at strategic level.

The limiting internal factors identified, requiring attention from the Bank, are:

- **Low selectivity:** The CSPs were insufficiently selective, nor were they realistic in their strategic objectives or based on a careful review of all elements of the context. There were opportunistic choices of intervention based sometimes on the government's main interest. This weakness restricts the full utilization of the Bank's identified comparative advantages and limits the development effectiveness of its interventions.

- **Weak project design, limited anticipation and management of constraints and risks:** Project designs were often over optimistic in their execution schedules, due to a failure to consider adequately the constraints and risks in the context of Mozambique. During the design phase, extensive sectoral studies were not always done to improve the projects' framework, identify risks and the capacity of the implementing agencies to absorb the project resources, and execute the activities. Intervention logics were not of optimal quality in clarifying linkages in the chain of results and related assumptions.

- **Rigidity of procedures:** The Bank's procedures for no-objection letters often caused delays in disbursements and, consequently, in project implementation. For instance, disbursement delays affect the ability of PIUs and their contractors to execute their activities in a timely manner; this was the case for example, in the Massingir Dam and Smallholder Agricultural Rehabilitation Project and transport projects.

The main contextual positive factor identified was the Country ownership. Country ownership creates a favourable environment for the Bank to operate. This has been the case in Mozambique where the government has demonstrated a strong ownership in its cooperation with AfDB. The country has been a frontrunner in ownership as implied by the Paris Declaration. The various PARPA (1, 2 and 3) have driven the alignment of the CSPs objectives and the country has been implementing a Performance Assessment Framework (PAF) also agreed by the Bank under the GBS initiative.

The main contextual limiting factors identified were:

- **Readiness to reform**: Projects involving legal reforms usually require governmental or parliamentary approval. However, the procedures to approve certain reforms are extremely complex in Mozambique and can take more than a year. This engenders significant delays and costs, which hamper or even reduce a project's activities and outcomes. The main issues are legal and administrative.
- **Language barrier:** The Portuguese language was not factored into the projects as a risk. However, working in English has been a challenge for EAs and PUIs especially for reporting, contract management, procurements, and translation. The two official languages of the Bank are French and English and all documents have to be in English but public agents are more acquainted to Portuguese. All official documents have to be done in English, which leads to extra cost.
- **Lack of capacity of executing agencies:** Executing agencies do not always have the capacity to execute the project activities or to manage the resources. This situation is exacerbated by the lack of awareness of Bank procedures by the staff working in the Projects Implementation Units despite the various trainings that were provided by the country office. This has often led to delays in undertaking the activities and weak management of the resources. Most of the time, the capacity of these agencies to handle the project has not been assessed during the design stage. The goal is to integrate a specific capacity building component for the involved staff so as to ensure the agency can process all activities related to the project in an efficient manner.
- **Pre-conditions for project implementation:** It is sometimes a challenge for the government to meet the prerequisites for loan disbursement, thus causing delays. The main issue is often the government procedures but also the fact that the time to complete all prerequisite is usually not well planned.


-MAES



Annexes

Annex 1: Methodology

A.1.1 Summary of Country Factors Review Criteria

Country Factors	Rating Scale
M1 - Knowledge and strategic advice: Bank provides the country with relevant knowledge and appropriate advice, and participates effectively to policy dialogue.	6 – Highly Satisfactory 5 – Satisfactory 4 – Moderately Satisfactory 3 – Moderately Unsatisfactory 2 – Unsatisfactory 1 – Highly Unsatisfactory
M2 - Adapted solutions: Bank's strategy at country level is well designed, and proposes the right solutions to challenges.	
M3 - Strategic focus: Bank's strategy is focused on areas of comparative advantage, and well integrated.	
M4 - Leverage: Bank's strategy and program are designed so as to crowd in additional resources and with attention to scaling up.	
M5 - Supervision: Bank's program is monitored effectively with a focus on ensuring the achievement of expected results.	
M6 - Project focus: Design and implementation of Bank's projects are focused on contributing to CSP outcomes.	
M7 - Project design: Design of Bank's projects address constraints to contributing to CSP outcomes	
M8 - Managing for Results and Learning: Bank's interventions are designed and managed for development results at country level and informed by evidence of what works and doesn't work.	
M9 - Partnership and coordination: Bank's interventions are designed and implemented in partnership with the government and other development partners at country level.	
Country Conditions	**Rating Scale**
C1 - Country ownership: Country has included the Bank's CSP objectives as contributing results in national plans and monitors the achievement of CSP objectives.	1 - Presence 2 - Absence
C2 - Country readiness to reform: Country has taken action to overcome policy and regulatory issues identified as constraints to achieving CSP objectives.	

A.1.2 Summary of Project Results Assessments Criteria

Criteria	Sub-criteria	Rating scale
Relevance	Relevance of project objectives Relevance of project design to achieve those objectives	6 – Highly Satisfactory 5 – Satisfactory 4 – Moderately Satisfactory 3 – Moderately Unsatisfactory 2 – Unsatisfactory 1 – Highly Unsatisfactory
Effectiveness	Achievement of outputs Achievement of outcomes Unintended outcomes (if any)	
Efficiency	Cost-benefits analysis Cost-Effectiveness Timeliness Implementation progress (IP)	
Sustainability	Technical soundness Economic and financial viability Institutional sustainability and strengthening of capacities Political and governance environment Ownership and sustainability of partnerships Environmental and social sustainability Resilience to exogenous factors and risk management	

A.1.3 PRAs Sample of Projects

Project Name	Sector	Status	Net Loan (UA'000)	Approval Date	Disbursement Ratio
II Program of Economic Reform and Go	Multisector	CLSD	58,993.00	01-12-04	100
Support for Public Sector Reform	Multisector	CLSD	1,865.75	22-06-05	100
Financial Sector Technical Assistance	Finance	CLSD	5,129.37	04-10-05	100
Women's Entrepreneurship and Skills Development	Social	CLSD	2,509.97	25-01-06	100
Poverty Reduction Support Loan	Multisector	COMP	60,000.00	27-10-06	100
Poverty Reduction Support Loan II	Multisector	CLSD	60,000.00	22-10-08	100
Growth and Public Sector Efficiency	Multisector	COMP	60,000.00	20-09-11	100
Massingir Dam and Smallholder Agricultural Rehabilitation	Agriculture	OnGo	17,000.00	02-03-07	95.6

Annex 2: List of Meetings / Interviews of the Data Collection Mission

A.2.1 AfDB Staff

Date	Meeting	People met
09.11.2015	AfDB Mozambique Country Office	Joseph Ribeiro, Resident Representative
11.11.2015	Technical Committee	Yolanda Arcelina, Mr. Cesar Tique, Mr. Boniface Aleobua, Andre Almeida Santos, Emilio Dava, Abel Menete, Joao Mabombo, Cesar Tique
13.11.2015	AfDB Mozambique Country Office	Yolanda Arcelina, Social Sector Specialist
16.11.2015	AfDB Mozambique Country Office	João Mabombo, Infrastructure Specialist
16.11.2015	AfDB Mozambique Country Office	André Santos Almeida Country economist
17.11.2015	AfDB Mozambique Country Office	Abel Menete, Procurement Specialist
17.11.2015	AfDB Mozambique Country Office	Boniface Aleobua, Water Sector Specialist
18.11.2015	AfDB Mozambique Country Office	Emílio Dava, Macro Economist
20.11.2015	AfDB Mozambique Country Office	Boniface Aleobua, Water and Sanitation Engineer
20.11.2015	AfDB Mozambique Country Office	César Tique, Agriculture and Rural Development Specialist
20.11.2015	AfDB Mozambique Country Office	Isabel Soares, Disbursement specialist
30.11.2015	AfDB Mozambique Country Office	Joseph Ribeiro, Resident Representative

A.2.2 Government and Other Stakeholders

Date	Meeting	People met
09.11.2015	Ministry of Economy and Finance	Ester dos Santos (Director of Treasury) and team: Paula Bié; Claúdia Milambo
11.11.2015	MGCAS	Sansão Buaque (WESDP Coordinator)
12.11.2015	Electricidade de Moçambique	Joaquim Chim Direção Eletrificação de Projetos
13.11.2015	Ministry of Energy and Mineral Resources	Pascoal Bacela, Direção Nacional de Energia Simbine, Direção Nacional de Planificação
13.11.2015	ARA SUL	Belarmino Clivambo, Diretor / Project Coordinator / Manager Luís Paulo
13.11.2015	JICA	Issei Aoki and team, JICA Mozambique office
16.11.2015	Ministry of Agriculture – National Institute for Irrigation	Paiva Mungambe General Director, Aurélio Nhabetse Coordinator
16.11.2015	KENMARE LTD	Gareth Clifton, Mozambique Manager
16.11.2015	Unidade Funcional de Supervisão das Aquisições – Procurement Supervision Unit	Dulcídia Dava, Chief
16.11.2015	GAPI	Director António Souto and team

Date	Meeting	People met
17.11.2015	CTA – Mozambique Economic Associations Confederation	Nuno Mangue, Assistente dos Mecanismos Consultivos:
18.11.2015	CPI – Investment Promotion Center	General Director Mr. Lourenço Sambo, Deputy Director Godinho Alves
19.11.2015	National Directorate of Geology and Mining	Elias Daudo, Director
19.11.2015	Associação das Mulheres Empresárias de Moçambique	Artemisa Franco
19.11.2015	INE / International Relations and Cooperation Office	Isaltina Lucas, INE President Alda Rocha, International Relations and Cooperation Office Chief
20.11.2015	MOZABANCO	Isa Macaringue and Team
01.12.2015	Director of Cooperation	Natércia Tivane, Deputy Director
22.11.2015 - 25.11.2015	Field Visits	GAZA: Meeting with ARA SUL; Meeting with Regadio Baixo Limpopo; MANICA: Meeting with Local Authorities; SOFALA: Meeting with Local Authorities;

Annex 3: List of Participants to the Workshop

N°	Organization	Name of Participant	Contact/ Cellphone
1	National Directorate for Water team	Rodrigues Macuacua, Contracts Manager	rvmacuacua@gmail.com
2	Ministry of Gender, Child an Social Welfare	Sansão Buque, Deputy National Director of Gender	
3	EDM- Electricidade de Moçambique	Daniel Guambe, Project Manager	daniel.guambe@edm.co.mz
4	Electricidade de Moçambique-EDM	Samuel Jaime Govene, Deputy Project Manager	samuelgovene@edm.co.mz
5	Ministry of Energy and Mineral Resources	Marcelina Mataveia, Deputy National Director of Energy	mmataveia@yahoo.com
6	ARA SUL	Edmundo de Sousa John- Procurement Specialist	edmundodesousaj@gmail.com
7	JICA Mozambique	Issei Aoki, JICA Representative	aoki.issei@jica.go.jp
8	JICA Mozambique	Takayuki Kojima, JICA Adviser	tkojima@redes.jp
9	Ministry of Agriculture – National Institute for Irrigation	Joao J. Sambo, Coordinator DPA GAZA	Jsambo2001@yahoo.com.br
10	Ministry of Agriculture – National Institute for Irrigation	Rogerio Bucuane, Financial Manager DPA GAZA	bucuaneroger@yahoo.com.br
11	GAPI	José Issufo Mussagy, Deputy Director	mailto:jose.mussagy@gapi.co.mz
12	Mozambique Economic Associations Confederation	Mércia Mafuiane, Technian	mmafuiane@cta.org.mz
13	Investment Promotion Center	Pelágia Ana Mudongue, Technician-	anapelagia@cpi.co.mz
14	EconPolicy Research Group	Peter Coughlin, CEO	coughlinpeter@gmail.com
15	FARE	Augusto Isabel, General Director	augustoisabel@yahoo.co.uk
16	Ernst & Young	Nelson Matimbe, Senior Consultant	nelson.matimbe@mz.ey.com
17	Ernst & Young	Gilberto Muzemane, Civil Engineer	kanhoze@gmail.com
18	Ernst & Young	José Diogo, Consultant	Jose.diogo@mz.ey.com
19	Ernst & Young	Mr. Hermenegildo Comé, Partner	Hermenegildo.come@mz.ey.com
20	Ernst & Young	Ms Gladys Gande, Consultant	gladysgande@mz.ey.com
21	AfDB Mozambique Field Office	Joseph Ribeiro, Resident Representative	
22	AfDB Mozambique Field Office	Boniface Aleobua, Water Specialist	
23	AfDB Mozambique Field Office	Emílio DAVA, Macro Economist	
24	AfDB Mozambique Field Office	César Tique, Agriculture Specialist	
25	AfDB Mozambique Field Office	Abel Menete, Procurement Specialist	
26	AfDB Mozambique Field Office	Leovigildo Jate, Administrative and Finance Officer	
27	AfDB Mozambique Field Office	Cristina Mabjaia, Administrative Assistant	
28	AfDB Mozambique Field Office	Julius Yokwe, IT Specialist	

Annex 4: List of Documents Consulted

AfDB. (2003). Mozambique: 2002-2004 Country Strategy Paper. Mozambique.

AfDB. (2005). Portfolio Review Report. Country Operation Department (ONCF). Mozambique.

AfDB. (2005). Republic of Mozambique Country Governance Profile. Country Operation Department (ONCF). Mozambique.

AfDB. (2006). Mozambique: 2006-2009 Country Strategy Paper. Mozambique.

AfDB. (2006). Mozambique: Country Strategy Paper 2006-2009 Mid-Term Review Report

AfDB. (2008). Mozambique Country Portfolio Performance Report. ORSB Mozambique Field Office.

AfDB. (2008). Mozambique: Country Strategy Paper 2006-2009. Mid-Term Review Report. Mozambique.

AfDB. (2008). Mozambique: Private Sector Country Profile. Mozambique.

AfDB. (2011). Mozambique: 2011-2015 Country Strategy Paper. Mozambique.

AfDB. (2011). Technical Note On National Development Bank. Mozambique.

AfDB. (2011). CPIA Scores of ADF Eligible Countries (2004-2014). [Online] Available from: https://cpia.afdb.org/documents public/cpia-scores-2004-2014-adf-countries.xlsx (Accessed on 2 March 2016).

AfDB. (2012). Mozambique Country Portfolio Performance Review.

AfDB. (2013). African Devel opment Bank Group at the Center of Africa's Transformation Strategy for 2013-2022.

AfDB. (2013). MOZAMBIQUE – 2012 Country Portfolio Performance Review (Including The Country Portfolio Implementation Plan). ORSB Department. Mozambique.

AfDB. (2013). MOZAMBIQUE – 2012 COUNTRY PORTFOLIO PERFORMANCE REVIEW

AfDB. (2015). Draft Report: Consolidated Project Result Assessment Independent Development Evaluation African Development Bank Group. Prepared by Ernst & Young (EY). Mozambique.

AfDB. (2015). Draft Report: Mozambique Document Review (21 Projects). Prepared by Ernst & Young (EY). Mozambique

AfDB. (2015). Evaluation of the African Development Bank Group's Effectiveness in Mozambique 2004-2013: Interview Notes. Developed by Ernst & Young (EY). Mozambique

AfDB. (2015). Mozambique - Combined 2011-2015 Country Strategy Paper Mid-Term Review and Country Portfolio Performance Review.

AfDB. (2015). Mozambique - Country Portfolio Improvement Plan (CPIP). Cover Note. Mozambique

COMISSÃO INTERMINISTERIAL DA REFORMA DO SECTOR PÚBLICO (CIRESP). (2001). Estratégia Global da Reforma do Sector Público 2001 – 2011 (Global Strategy for Public Reform 2000-2011). Mozambique.

AfDB. (2015). Mozambique CPIA Scores (2004-2014).

GOVERNO DE MOÇAMBIQUE. (2006). Plano de Acção para a Redução da Pobreza Absoluta 2006-2009 (PARPA II).[Online] Available from: http://sarpn.org/documents/d0002739/PARPA_II_Aprovado_Matriz May2006.pdf (Accessed on 14 January 2016)

ITAD, FICUS and MB CONSULTING. (2014). Independent Evaluation of Budget Support in Mozambique Final Report Volume II Annexes 2014. Independent Evaluation of Budget Support to Mozambique, 2005 -2012. Mozambique.

New Alliance and Grow Africa. 2015. 2014-2015 Joint New Alliance and Grow Africa progress report: Mozambique. Report for MASA, Mozambique. www.speed-program.com/wp-content/uploads/2015/09/2015-SPEED-Report-019-Mozambique-Joint-New-Alliance-and-Grow-Africa-Progress-Report-EN.pdf.

Open data for Mozambique http://mozambique.opendataforafrica.org

Annex 5: Mozambique portfolio during the period under review (2004-2013)

N°	Project Name	Division	Sector	Status	Net Loan (UA'000)	Approval Date	Disbursement Ratio
1	II PROGRAM OF ECONOMIC REFORM AND GO	OSGE2	Multisector	CLSD	58,993.00	01/12/2004	100
2	GRASSROOTS COMMUNITY CAP. BUILDING (PPF) (study)	OSHD3	Social	COMP	249.40	16/06/2005	100
3	SUPPORT FOR PUBLIC SECTOR REFORM	OSGE2	Multisector	CLSD	1,865.75	22/06/2005	100
4	HUMANITARIAN EMERGENCY ASSISTANCE TO THE	OSAN3	Agriculture	CLSD	354.27	02/12/2005	0
5	FINANCIAL SECTOR TECHNICAL ASSISTANCE	OSGE2	Finance	CLSD	5,129.37	04/10/2005	100
6	WOMEN'S ENTREPRENEURSHIP AND SKILLS DEVELOPMENT	OSHD1	Social	CLSD	2,509.97	25/01/2006	100
7	ELECTRICITY IV PROJECT	ONEC2	Power	Ongo	33,668.80	07/09/2006	41.43
8	POVERTY REDUCTION SUPPORT LOAN	OSGE2	Multisector	COMP	60,000.00	27/10/2006	100
9	NATIONAL RURAL WATER AND SANITATION PROG (Study)	AWTF	WSS	COMP	388.88	21/12/2006	100
10	MASSINGIR DAM AND SMALLHOLDER AGRICULTURAL REHABILITATION PROJECT	OSAN1	Agriculture	OnGo	17,000.00	02/03/2007	95.6
11	MONTEPUEZ-LICHINGA ROAD PROJECT	OITC2	Transport	OnGo	50,953.00	19/03/2007	60.65
12	EMERGENCY FOOD ASSISTANCE DROUGHT POPULATION	OSAN3	Agriculture	COMP	354.27	23/07/2007	0
13	AWF - INTEGRATED STUDY FOR COFAMOSA PROJECT	AWTF	Agriculture	COMP	943.29	22/11/2007	100
14	POVERTY REDUCTION SUPPORT LOAN II	OSGE2	Multisector	CLSD	60,000.00	22/10/2008	100
15	EMERGENCY ASSISTANCE FLOOD AND DROUGHT	OSAN3	Agriculture	TERM	0.00	02/04/2009	0
16	NIASSA PROV TOWNS WATER AND SANITATION	OWAS2	WSS	Ongo	18,000.00	29/04/2009	40.32
17	MASSINGIR DAM EMERGENCY REHAB. PROJECT	OSAN1	Agriculture	OnGo	13,300.00	15/07/2009	39.91

N°	Project Name	Division	Sector	Status	Net Loan (UA'000)	Approval Date	Disbursement Ratio
18	MULTI-NACALA ROAD CORRIDOR (MOZAMBIQUE)	OITC2	Transport	OnGo	102,720.00	24/09/2009	17.86
19	MOZAMBIQUE MIREM EITI FAPA GRANT PROJECT	OSGE1	Multisector	COMP	247.98	22/07/2010	100
20	SUPPLEMENTARY LOAN MONTEPUEZ - LICHINGA	OITC2	Transport	OnGo	32,650.00	26/10/2010	50.51
21	NATIONAL RURAL WATER SUPPLY PROGRAM	OWAS2	WSS	OnGo	10,073.07	09/11/2010	38.7
22	GROWTH AND PUBLIC SECTOR EFFICIENCY	OSGE2	Multisector	COMP	60,000.00	20/09/2011	100
23	BL IRRIGATION and CLIMATE RESILIENCE PROJECT	OSAN1	Agriculture	OnGo	27,689.52	26/09/2012	8.15
24	SUSTAINABLE LAND and WATER RES MGT PROJECT	OSAN3	Agriculture	APVD	13,259.52	31/10/2012	6.88
25	NACALA TRANSPORT CORRIDOR PHASE-III	OITC2	Transport	OnGo	38,830.00	05/12/2012	0
26	MASSINGIR DAM EMERG REHAB SUPPLEMENTARY	OSAN1	Agriculture	OnGo	22,010.00	22/05/2013	0
27	EMERGENCY RELIEF - 2013 FLOODS	OWAS2	Environment	APVD	708.54	18/10/2013	0
28	CONSOLIDATION WOMEN'S ENTREPRENEURSHIP	OSHD1	Social	APVD	3,800.00	18/12/2013	3.26
29	ENABLING LARGE SCALE GAS and PWR INVESTMNT	ONEC2	Power	OnGo	9,950.00	18/12/2013	0
30	MOMA MINERAL SANDS PROJECT	OPSD	Ind. Min. and Quarry	OnGo	28,912.17	21-05-03	100

Annex 6: List of ESWs 2004-2013

ESWS	SECTOR, YEAR	DESCRIPTION
1. Mozambique Multisector Gender Profile (MCGP)	Multisector, 2004	The goal of the Mozambique MCGP is to identify the short and long term gender issues to be addressed and mainstreamed in Bank's Group interventions and which are pertinent to poverty reduction and sustainable development.
2. Mozambique: Country Governance Profile	Multisector, 2005	The objective of the CGP is to provide a comprehensive analysis of the major governance issues that the country faces and to identify the most appropriate areas for intervention by the Bank.
3. Mozambique Private sector profile	Private sector, 2008	The main objective of this report is to provide an overview of the context for private sector development in Mozambique.
4. Public expenditure and finance accountability assessment	Multisector, 2012	The general objective of this report is to make a diagnosis of the progress in the PFM system through data collection, review, and analysis and, measuring PFM performance in Mozambique and establishing a comparison with the previous assessment undertaken.
5. Technical note on National Development Bank	Multisector, 2011	The purpose of this technical report is to provide the country with the implications and possibilities of the creation of a National Development Bank in Mozambique.
6. Infrastructure bonds: How Mozambique can attract more projects finance?	Finance, 2011	This technical note was aimed at discussing the strategies for attraction of foreign local funding as well as the possibility of issuance of infrastructure bonds to finance infrastructure projects in Mozambique.
7. Managing revenues and optimizing the benefits of coal and gas resources in Mozambique	Governance, 2013	This policy note derived from the proceedings of the two day seminar on managing revenues and optimizing the benefits of Coal and Gas Resources for Mozambique. The objective of the seminar was to share with Mozambique country experiences on natural resources management and also on ways to ensure natural resources contribute to inclusive growth.

Endnotes

1. PARPA I (1999), PARPA II (2006), PARPA III (2011).
2. PARPA is the Portuguese acronym for Poverty Reduction Strategy Paper.
3. Malaria remains the most common cause of death, responsible for 35% of child mortality.
4. Only 6% of rural households have access to safe sanitation compared to 47% of urban households.
5. 86% of primary school age children attend school - 2% difference between boys outnumbering girls.
6. The 2002-2004, the 2006-2009 (which was extended to 2010) and 2011-2015, CSP.
7. A completed project in the mining sector, approved in 2003, was added to the list. The Loan was committed in 2004 and first disbursement made in 2005.
8. The highest commitment was made in 2009 in Nacala road corridor project (102.7 million UA).
9. AfDB. 2011. Infrastructure bonds: How Mozambique can attract more projects finance? Finance, 2011, and AfDB. 2013. Managing revenues and optimizing the benefits of coal and gas resources in Mozambique, Governance.
10. This group has now been reduced to 13 donors due to the withdrawal of some of the donors from the PAP direct budget support to the government.



IDEV

Independent Development Evaluation
African Development Bank

An IDEV Country Case Study



About this publication

This report is a case study of the African Development Bank Group's assistance to Mozambique over 2004-2013 (a period that saw the Bank approve a total of 673.98 million UA for 30 projects across eight sectors), as well as a contribution to the Comprehensive Evaluation of the Bank's Development Results (CEDR). It responds to questions about how the Bank has managed its operations, and the lessons learned based on what it has supported and what has hindered performance.

The evaluation is guided by the review of three strategic frameworks: the 2002-2004 Country Strategy Paper (CSP); the 2006-2009 CSP, which was extended to 2010; and the 2011-2015 CSP. The evaluation triangulated a number of methods and methodologies notably project assessments, reviews of the broader portfolio of strategies and of non-lending activities, semi-structured interviews, and focus group discussions during field visits to selected projects sites.

Overall, the evaluation concluded that the Bank's strategies were relevant to and consistent with Mozambique's development priorities. The 2011-2015 CSP supported two main pillars, strengthening governance and developing infrastructure. The portfolio was well aligned with the Bank's strategic objectives and the country's context and needs.



IDEV

Independent Development Evaluation
African Development Bank

African Development Bank Group
Avenue Joseph Anoma 01 BP 1387, Abidjan 01 Côte d'Ivoire
Phone: +225 20 26 20 41
Email: idevhelpdesk@afdb.org

