

MOZAMBIQUE

Rural Markets Promotion Project (PROMER)

Supervision report

Main report and Appendices

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East and Southern Africa Division
Programme Management Department

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Abbreviations and acronyms

AMODER	<i>Associação Moçambicana para o Desenvolvimento Rural</i> Mozambican Association for Rural Development
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
CAL	Corredor Agro Limitada
DNC	National Directorate for Commerce
DNEA	<i>Direcção Nacional de Extensão Agrária</i> National Directorate for Agrarian Extension
DNPDR	National Directorate for the Promotion of Rural Development
DPA	<i>Direcção Provincial de Agricultura</i> Provincial Directorate of Agriculture
DPEC	<i>Direcção Provincial de Educação e Cultura</i> Provincial Directorate for Education and Culture
EC	European Commission
FARE	Support Fund for Economic Rehabilitation
FO	Farmer's Organisations
FONPA	National Forum of Cotton Producers
KM	Knowledge Management
MAE	<i>Ministerio da Administração Estatal</i> Ministry of State Administration
MIC	<i>Ministerio da Indústria e Comércio</i> Ministry of Industry and Commerce
PAFIR	Rural Finance Support Programme
PIP	Project Implementation Plan
PMT	Programme Management Team
PRONEA	National Agricultural Extension Programme
PROMER	Rural Markets Promotion Programme
PROPAPA	Pro-Poor Production Action Plan
ProParcerias	Community Investor Partnership Project
PROSUL	Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors
PSP	PRONEA Support Project
SIP	Strategic Investment Plan
SOE	Statement of Expenditures
UNAC	<i>União Nacional de Camponeses</i> National Union of Small-scale Farmers)
VCAC	Value Chain Advisory Committee
WA	Withdrawal Application

Supervision report

REPUBLIC OF MOZAMBIQUE

Rural Markets Promotion Project - PROMER

IFAD loan 754-MZ

A. Introduction¹

1. The Rural Markets Promotion Programme (PROMER) aims at increasing small-scale farmers' incomes from agriculture by helping them market their surpluses more profitably. The programme, which became effective in April 2009, had four original components: (i) developing more dynamic market intermediaries; (ii) enterprise-led value chain initiative; (iii) improving the market environment; and (iv) policy & institutional support and management. Its total cost was originally USD 40.6 million, financed by IFAD (USD 31.1 million, 77%); the Alliance for the Green Revolution in Africa, AGRA (USD 3.5 million, 9%); government (USD 2.9 million, 7%) and beneficiaries (USD 3.0 million, 8%). The Memorandum of Understanding signed between the Government of Mozambique and AGRA was cancelled in 2012 by request of the Government.

2. PROMER received EUR 0.9 million for roads, market infrastructure and farmer association support from the European Union (EU) under the Framework Programme for the Food Production Action Plan (Pro-PAPA). In 2013, an Amendment to the IFAD Loan Agreement was signed to accommodate 11.3 million USD as additional funds from an EU grant, under the MDG 1c programme. Two additional components were introduced, Nutritional Education (component 5) and Institutional Support of National Directorate of Investment and Cooperation (Component 6). The programme was extended for an additional 2 years and is now a 9 year programme, expected to conclude in 2018.

3. A joint supervision Mission took place in Mozambique during 18 to 29 May 2015 to review the implementation status of PROMER, provide support for an effective implementation of Project activities following the MTR exercise carried out in 2014, identify constraints and to agree on the possible solutions. In that respect, the Mission has held the first briefing meeting with Director DNPDR and working sessions with PROMER PMT and DNDR staff in Maputo. The mission undertook field visits to Ancuabe, Balama and Montepuez districts in Cabo Delgado, as well as to Ribaue in Nampula and had opportunity to meet and interact with the Programme Reference Groups, Farmer Associations, Service providers, Provincial and District Authorities as well as with rural traders. The field visit also included infrastructures, community radios and schools working with PROMER for implementing Nutrition Development Component. A workshop was held with two groups of service providers responsible to support FO and Rural Traders.

4. The Mission would like to thank DNPDR and the PROMER PMT staff for its assistance and participation in the Mission.

¹ Mission composition: Robson Mutandi (Country Director/Team Leader); Custodio Mucavele - (Alternate Team Leader/Country Project Officer, IFAD); Mawira Chitima (Lead Technical Specialist, PTA/ Climate Smart Rural Infrastructure Expert; Michele Maccari - (Value Chain Development Expert, Consultant); Juliane Friedrich (Senior Technical Specialist, PTA/Nutrition Expert; Alaudio Chingotuane-(Financial Management Expert, Consultant); Rui Ribeiro -(Farmer Organization and Market Linkages Expert, IFAD) and Narciso Manhenje (M&E and KM Expert).

B. Overall assessment of PROMER implementation

5. The ongoing activities are continuing to progress well. Support for Farmer Organisations continues to achieve good outputs. Some of the rehabilitated road structures were damaged during extreme runoff events during the raining season of 2014/15. It is apparent that the design specifications of road infrastructure need to be revised to better cope with the increased incidence of extreme events. While the Service Provider was contracted late and the budget allocated for the nutrition component is very small, there was visible progress; the promotion of dietary diversity took place in particular the promotion of enriched porridge plays an important role to address chronic undernutrition in the context of infant and young child feeding. Nutrition education in schools has also started. The disbursement rate of the project is moderately satisfactory. PROMER has entered the sixth year of implementation and with a total project life of nine years, 66.6% of the project life has elapsed and as of 29 May 2015 the current disbursement rate of PROMER to IFAD loan is 73.4%. The key strength of PROMER is the programme management and the solid foundation they have built for an effective implementation. The PMT have illustrated strong capacity to learn and adapt on the basis of implementation experience, trial innovation, and start to plan for sustainability. What PROMER requires now, is an effective utilisation M&E and KM as a management tool. To do so, the project needs to go into a step beyond sole reporting and use the available data to demonstrate results.

C. Outputs and Outcomes

6. Capacity building activities focused on: (i) Coaching of the 330 first cycle FO to overcome specific constraints and weaknesses to conduct their businesses, this activity benefited 8334 members of which 48% are woman; (ii) Completion of the formal training and coaching of the 135 second cycle FO. Under Market Linkages, 299 FO of the 3 blocks signed 365 contracts and sold a total of 2,870 tons of produce, giving a total estimated amount of 36.6 million MZM. This represents a reasonable growth in relation to 2013 (174 contracts signed, involving 232 FO and 2,240 tons sold with a total value of around 26.8 Million MZM). Graduation of FO continued and as of now, the situation is as follows: 15 FO A 168 FO B; 317 FO C. This represents a good evolution. The market linkages extension officers contracted by PROMER in 2013 participated in extension and market linkages activities facilitated by the SP and 72 demonstration plots were conducted in the 3 blocks. Of the 16 extensionists contracted, 10 are integrated in SDAE staff, 2 are under integration and 4 resigned and DPA is in the process of replacing the vacant positions. PMU considers that 7 extensionists are performing quite well their tasks. IFAD is funding the spot rehabilitation of 415 km out of which 335.2 km have been completed, with EU funds, an additional 340 km, of which 179 km have been completed. A total of which about 161 km are still to be completed.

D. PROMER implementation progress

Component 1: Developing More Dynamic Market Intermediaries Implementation progress

7. This mission rates the Component 1 as satisfactory

Sub- component 1.1. Support to Input and Output Traders.

8. The contracts with the service providers selected (GAPI for Blocks A and B and OLIPA for Block C) were signed in the 1st quarter of 2014 and IFAD No Objection was granted. The contracts, later approved by the Administrative Tribunal, entered into force in July 2014 and have 48 months duration. Each SP completed the inception phase in the

2nd semester. The staff and physical conditions for implementation were established and a baseline study was conducted in each block.

9. The Mission analysed the baseline reports and the SP implementation plans for the period 2015-18 delivered in the 1st quarter of 2015. The Mission considers that the baselines reports provide valuable information to design the implementation strategies and approaches and to assess impact of the interventions in each block. The Mission noted that the SP did not use the baseline data in the elaboration to their implementation plans, because it were formulated at the same time of the baseline study reports. The implementation strategies and approaches of key components (capacity building, market linkages, value addition, access to finance) are too general and were not designed to respond to identified needs of the various types of small traders operating in each block. However, the SP selected the first 5 traders to be assisted in each district of each Block and they are currently identifying their training needs. All 3 SP didn't include in their proposals the Logframe, the M&E approach (which has to be in line with PMU M&E system) and the exit strategies are too general and somehow unrealistic.

10. The Mission assisted the PMU in preparing and conducting a workshop with the 3 SP to discuss the outcomes of the baseline studies and the SP implementation plans. SP of the FGD sub/component participated in the workshop. The main objective of the workshop was to agree on key issues to improve the implementation strategies and approaches, taking into consideration the information provided by the baselines and the lessons learnt from the implementation of the PAMA RTD component. Linkages between subcomponents 1.1 and 1.2 and with Component 2 were discussed. The recommendations of the workshop will be included in the technical note of the SM report.

11. A major concern is the insufficient capacity demonstrated by the SP teams to ensure effectiveness and efficiency in implementation. The teams seem understaffed and, apart in Block B, the staff don't have specific background in developing business skills of rural SME. The SP plans already include staff training on the management of the matching grants and guarantee fund facilities. This needs to be complemented by training and coaching to improve staff skills to provide business training and advice to small rural traders. To assist the PMU in this, ***it is suggested the contracting of a short-term consultant with proven experience in capacity building of rural SME. GAPI and the Coordinator of Block B, based on the experience gained in implementing PAMA RTD, could also assist on developing staff skills in all blocks.***

Sub-component 1.2 - Support for Farmer Organisations

12. This sub-component continues in good progress. PROMER is assisting 500 FO in all blocks, of which 330 selected in 2012 (IFAD funding), 135 selected in 2013 (85 funded by IFAD and 50 by MDG 1-C) and 35 selected in 2015 (MDG 1-C). As recommended by the Nov 2014 IFAD follow-up Mission, the PMU consulted the procurement mission about using the sole source modality to contract the current SP for the 2nd phase of the project, which was not approved. A tender was launched in Dec 2014 and the current SP contracts were extended for one month, ending on 6 June/15. The same SP were selected and it is expected that the contracts will start in June.

13. Capacity building activities focused on: (i) Coaching of the 330 first cycle FO to overcome specific constraints and weaknesses to conduct their businesses, which were identified during the SWOT analysis made in each FO. This activity benefited 8334 members of which 48% are woman; (ii) Completion of the formal training and coaching

of the 135 second cycle FO. These activities were also planned on the basis of the SWOT analysis and it involved 2475 members, being 50% woman (of these, 1505 are members of the FO financed by EU, being 57% woman).

14. Market-linkages. In 2014, 299 FO of the 3 blocks (of which 34 FO financed by EU) signed 365 contracts (36 of the FO financed by EU) and sold in total around 2,870 tons of produce, being the total value around 36.6 million MZM. This represents a reasonable growth in relation to 2013 (174 contracts signed, involving 232 FO and 2,240 tons sold with a total value of around 26.8 Million MZM). In view of the lessons learnt in 2013 and following what was agreed in previous SM, FO assisted by the SP adopted a diversified market linkages strategy signing contracts with district based traders in addition to contracts with large traders. Most of these were "future contracts" which establish a reference price to be paid to farmers in case of market prices falling below that price. The results demonstrate that this was a good approach. It is estimated that, in addition to this, FO marketed more than 2,800 tons of commodities under informal arrangements.

15. Functional adult literacy. The one-year functional literacy training program continued in 2014 in blocks A and C involving 4,035 FO members, being 60% woman. As per the MTR's recommendation based on the evaluation of the 1 year model made by UATAF, it was decided to follow again the 3 years model in all blocks which will have to be adjusted to the new model recently adopted by Ministry of Education. Literacy training finally started in Block B, following the establishment of the required organisational and staff conditions in the first quarter of 2015.

16. Graduation of FO. This process continued and by end 2014 the situation was as follows: 15 FOA; 168 FO B; 317 FO C. The approach of adapting the training to meet the needs of each FO, based on the SWOT analysis, has contributed to the progress achieved. The PMU and PROMER Cells need to closely monitor this process to check consistency with the agreed criteria and to assess the accuracy of the classification done by each SP. ***The PMU considers that it is necessary to refine and simplify the graduation criteria, giving more focus on business indicators. In view of this, the PMU will conduct an independent assessment of the graduation process in the 3 blocks before the end of this year.***

17. FO union support. In 2014, the SP selected and assisted 84 Local Unions, 12 District Unions and 2 Federations in the 3 blocks to develop their skills on market linkages facilitation and on contracts negotiations. Through these apex organisations, 356 FO benefitted of PROMER assistance in addition to those directly supported by the project.

18. Linkages with extension services. The market linkages extension officers contracted by PROMER in 2013 participated in extension and market linkages activities facilitated by the SP. Moreover, the SP capacitated extension animators of the farmers unions to facilitate the linkages with SDAE. 72 demonstration plots were conducted in the 3 blocks (21 in BA, 27 in BB and 24 in BC). Of the 16 extensionists contracted, 10 are integrated in SDAE staff, 2 are under integration and 4 resigned. PMU considers that 7 extensionists are performing quite well their tasks. The main challenges in the near future are: (i) To ensure the continuation of the current inputs provided by these extensionists, after the ending of PROMER funding of their activities this year; (ii) to ensure effective support of SDAE to improve production and productivity of the small farmers' members of the FO assisted by PROMER. Considering that the SDAE of all 15 districts covered by PROMER benefit of IFAD PSP support, the Mission consulted DNEA about these challenges. ***It was***

considered that this matter should be discussed with the DPA of each Province to agree on a partnership model and action plan between the public extension and PROMER SP. PMU will meet with DNEA to define the way forward.

19. Value-addition matching grants. There is very little progress in this component. In 2014, SP assisted 33 FO in preparing proposals. However, no proposals were submitted to PROMER Cells/PMT in conditions to be approved. The main constraints for operationalizing this facility continue to be the poor capacity of the SP to assist the FO in preparing eligible proposals, the bureaucracy and costs involved to get the required supporting documents (DUAT, NUIT) and the inability of the FO to contribute with 30% of the investment costs. **In view of this situation and considering that it is unlikely that these constraints will be removed in short term, it was agreed to focus efforts in a few number of FO in each block selected by SP considering their initiative/capacity to lead the preparation of the investment proposal and to run the business, as recommended by PROMER MTR.**

20. The PMU assessed the performance of the SP in the 1st quarter of 2015. The Mission analysed the evaluation report and considers that it provides valuable information and recommendations for the planning and implementation of the 2nd phase of this subcomponent.

21. The Mission analysed the Technical Proposals of the SP for the 2nd phase. In general, the proposals are in line with the TOR. However, because the proposals were prepared while the evaluation referred above was underway, SP didn't take into account some important recommendations. The proposals have some weaknesses that need to be addressed. For instances some SP propose new market linkages approaches without demonstrating their relevance and applicability in the context and of their Blocks. Some SP propose too general capacity building approaches, which don't reflect the experience gained in the 1st phase and the changes already recommended by the PMU and previous SM. Logframe and the M&E approach are missing in all proposals. **The exit strategies need to be specific and realistic. It was agreed that the SP will prepare detailed implementation plans, addressing these issues.**

22. A workshop was conducted by the PMU with the Mission assistance, involving the 3 SP, to discuss the 2nd phase. The main objective of the workshop was to agree on key issues regarding the implementation strategies and approaches, taking into consideration the results and lessons of the 1st phase. The recommendations of the workshop will be part of the technical note of the SM report, which will include comments on the proposal of each SP for the 2nd phase.

Agreed action	Responsibility	Agreed date
Contract Consultant to design and conduct a training plan of SP staff of the SIOT ²	PMT	August 2015
Revise implementation plans of SIOT according to recommendations	SP	August 2015
Contract consultant and assess the FO graduation process	PMT	October 2015
Define and implement an approach to improve linkages between SDAE extension and PROMER SP	PMT/DNEA	Along 2015
Prepare implementation plans for the 2nd phase of SFO, including value addition investments	SP	August 2015

² SIOT - Support to Input and Output Traders

Component 2: Enterprise-led Value Chain Initiatives

23. The mission rates the performance of this component as moderately satisfactory

24. Substantial changes occurred in this component after IFAD contracted SNV to support PROMER in improving its implementation strategy and develop an action plan for component 2. This unforeseen but well-timed collaboration with SNV has led to a transition phase that is still ongoing and has modified the implementation strategy of PROMER's component 2.

25. Collaboration with SNV. The SNV proposal is designed according to the IFAD 4Ps model and the final version of the action plan to implement the 4Ps in PROMER component 2 is currently under revision (the final AWPB should be ready to be included as annex to this supervision report).

26. The SNV action plan will cover the following main areas: (i) Identification of Value Chain opportunities; (ii) Facilitation of agribusiness partnerships (4Ps brokering); (iii) 4Ps Knowledge Management; (iv) Training and mentoring for PROMER staff and companies.

27. Since the SNV proposal will comprise support for implementing several activities, PROMER has postponed a number of actions that were already agreed and in the pipeline in order to fully correspond with the SNV action plan. Postponed actions include: the revision of the Value Chain Guidelines; the scoping of agribusiness environment; the launch of the call for proposal for new concept notes; the organization of the pre-bidding workshop and the technical training for Value Chain guidelines. The planning for those actions will be defined in coordination with SNV's annual work plan.

28. Strategic Investment Plans. The contract with Corredor Agro Ltd. (CAL) financing equipment amounting to USD 250,000 through the PROMER matching grant facility to develop the sesame Value Chain in the district of Ribaué in Nampula has been officially cancelled on January 2015. CAL, due to financial problems, was not able to buy produce from the farmers and meet the contract obligations with PROMER. PROMER has submitted to IFAD a proposal for the re-allocation of the equipment and has received IFAD's No Objection.

29. Two proposals are currently under revision and SNV will support PROMER in their final assessment. MEL: following IFAD indications, additional information has been requested to the company. An updated version of the proposal has been presented to the supervision mission during the field visit to Nampula district. The PMT, SNV and the supervision consultant have done a rapid assessment and the final version of the proposal will be submitted to PROMER by mid-June. ALIMI: a revised version of the proposal for the development of beans and groundnuts VC in Niassa has been submitted to the supervision mission and is currently under revision. And ZAC: the writing of a SIP additional proposal by ZAC (Zulficar Abdul Carimo) has not started yet, as it has been postponed in order to take stock of the recommendations that will emerge from the revision of the MEL and ALIMI proposals.

30. Going forward ***it will be necessary to rapidly finalize the SNV action plan according to specific ToRs to be prepared by IFAD and fully integrate it in the PROMER component 2 strategy. The collaboration with SNV will need to be fully operational and managed through a sound coordination work (i.e. coordination unit). Follow-up activities to monitor and assess the implementation of SNV action plan are also recommended.***

Agreed action	Responsibility	Agreed date
Provide ToR for SNV Mozambique	IFAD	Mid-June 2015
Finalize SNV action plan	SNV	Mid-June 2015
Approve SNV AWPB according to ToRs	PMT/IFAD	June 2015
Revision of VC guidelines	PMT/SNV	June 2015
Call for proposals	PMT/SNV	July 2015
Submit 2 new SIPs	SNV	September 2015
Develop a case study (CAL experience)	PMT/SNV	August 2015
Finalize MEL SIP	PMT/SNV	Mid-June 2015
Finalize ALIMSI SIP	PMT/SNV	July 2015

Component 3: Improving the Market Environment

31. The Mission rates the performance of this component as satisfactory

Sub-Component 3.1 - Feeder roads rehabilitation and market infrastructure.

32. The rehabilitation of feeder roads is implemented in collaboration between POMER and ANE as defined in an MOU signed between the three entities. IFAD is funding the spot rehabilitation of 415 km (55% of the total), out of which 335.2 km have been completed, and EU funds, an additional 340 km, of which 179 km have been completed. A total of which about 161 km are still to be completed.

33. The market infrastructure rehabilitation programme is continuing with 6 completed of the 15 markets under rehabilitation. It is recommended that PROMER undertakes a review of the institutional and operational arrangements for selected rehabilitated markets with a view to understand on how best to improve the way they operate to attract more usage by farmers.

34. Completion of existing contracts. Most of the road rehabilitation contracts have been running since July 2013, even though the contractual performance period was about 7 – 8 months. This over 200% performance period over run has been due to a number of issues that include extreme weather events and low capacity of contractors. To facilitate completion of these works, ANE has committed to put adequate resources for supervision of the contracts to be completed by end June 2015. **ANE will consider possible strategies to assist the contractors to have increased capacity by: a) reducing the payment period of contractors' certificates to one month instead of the current two, b) investigate the possibility to assist in the procurement of materials by the contractors. These arrangements will be agreed with PROMER.**

35. Quality of rehabilitation works: The mission supports the recommendation of the midterm review for PROMER to undertake full road rehabilitation. Priority for full rehabilitation should be given to roads that PROMER has already built main structures (such as bridges and culverts), to make these roads accessible throughout the year. Fully rehabilitation of roads will reduce the requirements for maintenance, making it easier for the districts to maintain the roads.

36. Maintenance of rehabilitated roads: The districts have indicated that they have an annual allocation of MZN 2 million for road maintenance and have recently received some equipment to be used for road maintenance. However, the capacity of the districts to maintain the rehabilitated roads is still limited due to low availability of financial, equipment and human resources. Additionally, the institutional arrangements for the utilisation of the equipment are still to be clarified. **ANE, together with districts and the Road Fund, is developing a strategy to facilitate maintenance of low volume roads in rural areas (unclassified roads). It is recommended that ANE shares the maintenance strategy with PROMER once it has been completed.**

37. Reporting on financial progress: ANE submits regular reports to PROMER on progress in the implementation of rehabilitation of roads. The reports only include physical progress. **It has been agreed with ANE that the reports will include the following information: a) contract price for the road; b) total amount on certificates approved by the consultants; and c) amount disbursed to date.**

38. Climate risks and road infrastructure design and construction: Some of the rehabilitated road structures were damaged during extreme runoff events during the raining season of 2014/15. It is expected that these events will be more frequent with climate change. It is apparent that the design specifications of road infrastructure need to be revised to better cope with the increased incidence of extreme events. **ANE has indicated that there is ongoing work to review the design specifications of roads, financed by the World Bank. ANE will share with PROMER more information on the roads design specifications review.**

39. It is further recommended that PROMER should support ANE's training programme for engineers and other stakeholders involved in implementation of the road rehabilitation project in climate change and infrastructure development. **ANE has agreed to submit a detailed training plan for co-funding by PROMER by end of June 2015.**

Sub-component 3.2 – Facilitating Access to Finance.

40. After delays registered in the implementation of the activities, the two service providers for ASCAs development finalized the scoping study and started the implementation of the activities, as a result a total of 116 ASCAs groups benefiting 2,133 members were implemented. **It is expected that the SP will report on the progress and performance of the groups based on the VLISA indicators and MIS.** With the cancellation of the contract of the SP for Block B, a new tender was launched to identify the new SP, whose process is in the evaluation process.

41. FO's Access to Finance: The mission is pleased to note a good progress on FO's access to financial services as a result of the training and capacity building conducted by the SPs, with focus on associations in category B and A. For example, as a result of this intervention some FO's benefited from the district development fund (FDD). **Due the limited number of Rural Finance Institutions in rural areas with focus on agricultural financing, it was agreed that PROMER PMCs and SPs will discuss with the district authorities the possibility to increase the number of PROMER FO's supported per year, as well as, to follow up the implementation of this projects in order to ensure timely reimbursement of the funds.**

42. In addition, it was noted that some FO's also benefited from financial resources from a district based microcredit institution called MML Microcredit which was financed by FARE under the closed Rural Finance Support Programme (PAFIR). A total of 38 FO's were financed in a total of MZM 13,149,614.00 (equivalent to USD 438,320.47) between 2008-2014 in 2 districts (Montepuez and Balama). This case represents a clear example on how IFAD interventions are interlinked, and MML is willing to further support more PROMER FO's. **It was noted that communication and coordination with Financial Institutions is not effective and it was agreed that the PMC and SPs will re-assess the financial sector opportunities in each block in order to facilitate the linkage with financial institutions.**

43. Financial Expert: The recruitment process of the financial expert to support the Programme is in the final phase, and it is expected to be concluded in late June. Among others, it is expected that he would discuss and propose the best modality for utilization

and management of the PROMER Credit Line, considering the challenges and performance of the previous financial institutions which benefited from PAMA and PROMER credit and matching grants facility.

44. Capacity Building: For effective monitoring and evaluation of the implementation of this component it is advisable to improve the knowledge and skills of the PMU and Cells Staff to better deal with ASCAs service providers and Rural Finance Institutions. ***It was therefore agreed that training on the VLSA methodology and MIS will be organized for the PMU and SP staff. In addition, in order to improve the capacity to deal with the formal financial institutions, it was agreed that the PMU programme officer should participate in ILO Boulder Microfinance training in 2016.***

Sub-component 3.3. Improving Market Transparency.

45. The community radio programmes for market information can reach their target especially when the broadcasting schedule is compatible with the timing of farmers' activities. PROMER is preparing the new contracts with community radios, according to which radio stations themselves will carry out the task of collecting the information and prepare the communicates also related to other issues. ***PROMER will provide radios with training for adequately collecting and processing the information and is already strengthening radio broadcastings with other practical interventions (i.e. collective listening).***

46. The collaboration with SDAEs will ensure that the contents are revised prior to their broadcasting. This supervision process should be structured in a way that information is provided in a timely manner and broadcasted data are constantly updated. ***PROMER has an ongoing dialogue with the Ministry of Agriculture at the central and local level, in order to have the radio broadcasting recognized as public information, in order to ensure the sustainability of the service.***

47. Other actions for improving market transparency are implemented in the framework of the MoU signed with MIC, which is responsible for the commercialization component. Among other interventions, PROMER is promoting the development of local fairs not only to enhance their commercial role but also to make them a "business hub" for improving market transparency and information sharing, also facilitating the participation of producers and traders to provincial fairs. PROMER is supporting local dissemination of agricultural marketing plan and is monitoring market dynamics during the marketing season.

Agreed action	Responsibility	Agreed date
Advocate to increase the number of PROMER FO's supported with FDD per year	PMT/SP	Continuous
ANE shares the maintenance strategy for low volume roads with PROMER once it has been completed	ANE	August 2015
ANE to submit to PROMER the training plan for district engineers, technicians and contractors on road maintenance and rehabilitation.	ANE	June 2015
PROMER to organise the training of engineers and other stakeholder in climate change and infrastructure development	PMT	July 2015
Re-assess the financial sector opportunities in each block	PMT/SP	30 June 2015
Training on the VLSA methodology and MIS will be organized for the PMU and SP staff	PMT	30 October 2015
PMU programme officer should participate in ILO Boulder Microfinance training in 2016	PMT	June -2016
Finalize contracts with radios	PROMER	June 2015
Training radio staff	PROMER	August 2015

Component 4. Nutrition Promotion

48. The Mission rates the performance of this component as moderately satisfactory
Implementation is underway and measures have been taken to enhance the impact of this component.

49. Although, the Service Provider was contracted late and the budget allocated for the nutrition component is under-estimated, there was visible progress observed during the mission. The promotion of dietary diversity (based on the '4 food group' concept) took place and the community visited were very enthusiastic about it. In particular the promotion of enriched porridge plays an important role to address chronic undernutrition in the context of infant and young child feeding. The preparation of this porridge was introduced in a gender-sensitive way as even the male community members reflected on the tangible difference between the improved and the traditional porridge.

50. Nutrition education in schools has started focusing on the production of vegetable and promotion of dietary diversity applying also here the '4 food group' concept. Promotion of hand washing and hygienic handling of food and cooking utensils was also observed. In a second stage social-cultural and environmental health aspects should be taken into account.

51. Initial discussions with community radio took place but at this moment content and mode of delivery are not yet determined. ***It was recommended that PROMER and the Service Providers to harmonize nutrition messages to be broadcasted by the community radios with WFP and FAO in the MDG1C context. Radio programs could use interviews, competition, Question & Answer sessions, stories from the field, etc.***

52. There is great interest in 'nutrition' in the communities, within the Government, and also among non-nutrition Service Providers. At this point of time, nutrition education is based on food (security) only. The cross-cutting nature of nutrition including socio-cultural and environmental health aspects are not or only in a very limited way taken into account.

53. ***IFAD should look for opportunities to finance training on social behaviour change and agri-nutrition linkages, as well as technical assistance to PMU and Service Providers for backstopping of nutrition interventions.-.***

Agreed action	Responsibility	Agreed date
Improve action plan clarifying objectives, results and activities with relevant indicators	SP	July 2015
Develop radio programmes with WFP and FAO in the MDG1C context	PMT/SP	September 2015
Look for opportunities to finance training on social behaviour change and agri-nutrition linkages, as well as technical assistance to PMU	IFAD	December 2015
Promotion of exchange visits with CHAPANI project	PMT/SPCU	August 2015

Component 5: Policy/Institutional Support and Management

The Mission rates the performance of the component as satisfactory.

Sub-component 5.1 – Knowledge Management (KM) and Coordination.

54. PROMER has developed a good KM draft plan with focus on high level results, sustainability issues and impact reporting, this plan highlights the main strategic areas to focus on. Among the areas, it is envisaged the conduction of impact surveys; systematic follow up of some households; documentation of experiences (factsheets); thematic workshops; exchange visits between FOs and PMCs. Some of these activities are ongoing and would be subject of further improvements, and with support of IFAD a revised plan with clear objectives, expected results, timeframe, and budget should be integrated in one KM plan. It is important to highlight that some success histories or histories from the field were uploaded in the M&E System database and also shared through online platforms.

Sub-component 5.2. Policy/Institutional Support.

55. The Mission rates the performance of this sub-component as satisfactory. The support that PROMER is giving to the districts through Project Reference Groups has shown positive results. Members of the PRG understand the complexities of the project and the role of combined multisectorial efforts for the fulfilment of project objectives in particular at district level where most activities take place. This is key for the ownership to the project as a whole. The support provided to FOs through capacity building and legalization is also evident. In the interactions with FOs the mission had opportunity see how members of Farmers Associations and Unions are increasingly understand their roles within their organization. This help solving value chain issues, bringing together producers and buyers in a more productive way. This is central to ensure sustainability after the lifetime of the programme. The mission commends this and encourages the PMT and the Service Provider to continue. ***It was agreed that the good performance of the district PRG should be referred to for performance improvement of the PRG at both provincial and national levels.***

Subcomponent 5.3. Programme Management.

56. The management of the programme is strong, and the mission commends PROMER for having very concrete plans for improving management further through enhanced use of the M&E data and knowledge management.

57. Performance based assessment. The PMT have introduced some performance based assessment with plans to structure it better through a formal system. This is driven by a need for a clear and structure way for staff to discuss the plan for the year and pre-identify areas where performance is assessed. The system should also be an opportunity for staff to identify areas for professional development as an approach to enhance performance and increase motivation. Other IFAD-financed programmes such as ProPESCA and PROSUL are also implementing a performance assessment system

based on the pre-existing Government system. The three programmes should coordinate this work to minimise costs and ensure a harmonised approach.

58. M&E System: A high level of complexity characterizes the monitoring and reporting process of PROMER, that relates and reflects the complexity of the Programme design due to two main reasons: (i) the diversity of programme components (6); and (ii) the multiplicity and heterogeneity of actors involved, including 6 Implementing Agencies, 10 long term service providers and monitoring dimensions to focus on. The consequence of such complexity affects the efficiency of data gathering process and poses challenges for achieving good quality and analytical reporting. Despite the well structured bottom-up reporting flow, well designed and logic system, the timely submission of component reports by Implementing Agencies and Service Providers is not always achieved, affecting the preparation of consolidated programme reports by the Programme Management Cells and PMU.

59. Reporting Calendar: The reporting calendar of IFAD and EU are not harmonized and it has implications in adding workload of the PMU which should normally provide preliminary data and information before their actual reporting calendar. ***It was agreed that the MDG1c reporting calendar should respect PROMER calendar.***

60. Database Management and MDG1c Integration: The participation of PROMER in the MDG1c IFAD Sub-Programme) called for a modification of the PROMER M&E systems, including the database. There was a need to harmonize both systems, include new components, activity types, outcomes, outputs and indicators and ensure that reports would be able to distinguish between activities and results under the different donors. The system was upgraded between December 2014 and January 2015 period with the support of a consultant, the MDG1c components and indicators were included in the M&E System and refresher training was carried out in Nampula for the PMU and PMC M&E officers, including the IFAD-SPCU Coordinator and M&E specialist. The mission was pleased to note that the M&E database was improved in terms of accessibility, which will allow the local administrator to edit, add outputs and indicators when is necessary, giving more autonomy to the project staff.

61. RIMS reporting: As envisaged after the MTR, PROMER reported for the first time the RIMS level 2 indicators. The mission reviewed the level 1 and 2 indicators submitted to IFAD and believes that they are structured and well justified. The majority of level 1 indicator is in PROMER database which are regularly updated. The given ratings for level 2 RIMS were extracted from database quantitative indicators, progress reports, and analytical reviews of the outcomes. It is important to note that RIMS Level 2 reporting was generated from Outcomes register in the M&E database. The mission are satisfied with the efforts made and would like to reinforce the importance of providing more qualitative information when reporting level 2 RIMS indicators based on the critical review of the outcomes progress, sharing and discussing the results within the PMU and observations from the field.

62. 2015 Annual Work Plan and Budget (AWPB). The mission reviewed the draft of scheduled activities for 2015 and concurred that activities are overall attainable and realistic, in line with the project objectives and based on past implementation experience.

63. Capacity Building: ***It was already highlighted that PROMER will report more systematically high level results and the staff from PMU, PMC and Service Providers dealing with M&E should improve their skills in order to respond to this demand. It was therefore agreed that PROMER***

will incorporate in the revised KM plan being developed in partnership with IFAD, some capacity building activities for the M&E and KM officers.

Agreed action	Responsibility	Agreed date
M&E Officer will organize training for the PMU staff for proper utilization of the database	PMT	30 October 2015
MDG1c reporting calendar should respect PROMER calendar.	IFAD/EU	Continuous
Training on documenting field histories will be organized for PMU, PMC, SPs.	PMT	30 November 2015
Follow up on Households should be conducted based on the data available from the Baseline	PMT	Continuous
Take advantage of the C&V officer to disseminate and divulgate the impact of their interventions	PMT	Continuous
DNPDR will submit a revised version of the KM plan	DNPDR	Mid-July 2015
Finalize performance assessment system	PMT	August 2015
PROMER will incorporate in the revised KM plan being developed in partnership with IFAD, some capacity building activities for the M&E and KM officers	PMU	30 July 2015

E. Fiduciary aspects

64. Financial management. The mission rates the overall assessment of Financial Management of PROMER as satisfactory. PROMER has been submitting WAs for both IFAD and EU funds regularly, and liquidity is high. Bookkeeping and recordkeeping follow IFAD and GoM guidelines and the Financial Unit is fully staffed.

65. Disbursement. Considering the IFAD loan, the Mission rates the disbursement rate of the programme as moderately satisfactory. PROMER has entered the sixth year of implementation and with a total project life of nine years, 66.6% of the project life has elapsed. As at 29 May 2015 the current disbursement rate of PROMER is 73.4% and IFAD has disbursed a total of SDR 14.0 million (USD 21.4 million) of the appraisal amount of the loan (SDR 19.1 million).

66. As at May 2015 disbursement of the EC funds reached EUR 2,882,792, or 34.6% of the original allocation (EUR 8.34 million). At this rate of disbursement PROMER should be able to exhaust the full allocation of the grant by programme completion in 2018.

67. Budget Execution of 2014 AWPB. Execution of the 2014 AWPB reached 55.5% (USD 6,710,643) of the approved budget of USD 12.1 million. This relatively low level of execution can be explained due to the long MTR exercise that was carried by the programme in 2014. Execution of the IFAD loan reached 57% (USD 4,841,931 against a budget of USD 8,507,740), whereas the execution of the EC grant reached 50% of the annual budget (USD 1,616,318 against an allocation of USD 3,204,647).

68. Budget execution of 2015 AWPB. Considering all financiers, the total amount for the 2015 AWPB is USD 9,858,000. As at 31 March 2015 total execution of AWPB reached USD 851,835 (8.6%). Execution of the 2015 AWPB for the IFAD loan reached USD 714,174 (11%) against an annual budget of USD 6,462,120. On the other hand execution of the EC grant reached only USD 137,661 (5%) of the EC annual budget (USD 2,684,480). This low level of execution was due to the delay in disbursement of WA 3 for EC funds.

69. Account reconciliation of all programme accounts shows that the available balance of 31 March 2015 was equivalent to USD 2,131,298 for IFAD funds, and equivalent to EUR 452,289 for EC funds. As such, PROMER faces no liquidity risks in the short-term.

70. Review of payment support documentation. The Mission carried out a random check of SOEs and the supporting documentation for expenditures claimed in WAs 26 (USD 1,695,899) and 27 (USD 767,650) for IFAD funds. The total amount reviewed was USD 467,932. A few instances were found where the Contract Monitoring Forms (CMFs) were not part of the accounting records in WA 26. These issues were promptly resolved during the mission. The contract register and inventory of fixed assets are kept up-to-date. All fixed assets are tagged in the PMU.

71. Review of the supporting documentation for WA 3 (EUR 607,714) for the EC grant did not show any issues that could adversely affect programme implementation. The mission reviewed expenditures amounting to EUR 232,648. It was agreed that PROMER would strictly apply all the EC guidelines on financial reporting and auditing. ***In particular, regarding the letter sent by IFAD to the Ministry of Economy and Finance requiring the set-up of an e-archiving system, it was agreed that IFAD will provide detailed guidelines on the operationalisation of the system.***

72. ***During the ongoing MTR exercise for the EC's MDG1C programme (to be completed by August 2015), PROMER should request specific budget allocation for some of the activities that were not envisioned during design of the MDG1C programme, specifically: audit (following the new guidelines for financial reporting of EC funds) and e-archiving of documentation. IFAD will bring all EC-funded projects on a common approach for the e-archiving system.***

73. Counterpart funds. The provision of counterpart funds is rated as moderately satisfactory. In 2014 GoM reimbursed VAT and taxes for a total amount of USD 252,394 against a budget of USD 309,661, reaching 82% of the budget. However, as at 31 March 2015 GoM should reimburse USD 31,226 of VAT paid with IFAD funds and EUR 2,453 paid by PROMER with EC grant. The delay in reimbursement is due to the late approval of GoM national budget for 2015, which only took place in early May 2015, as a result of the change in Government following the October 2014 elections in Mozambique. PROMER has already requested the reimbursement of VAT and taxes which should be fully reimbursed by the end of the first semester. ***The Mission reiterates that the provisions of the EC grant should not be used to pay taxes.***

74. Compliance with loan covenants. Section 3.04.b. of the financing agreement, which establishes that the borrower should replenish the counterpart funds annually in advance to cover exemptions for taxes and duties, has not been complied with. ***The new loan agreement for the additional financing will re-elaborate this covenant to specify that GoM will reimburse all amounts due in taxes and VAT by 31 December of each year. All other loan covenants are being complied with.***

75. Audit. As at 29 May 2015 the audit exercise of the 2014 Financial Statements has not started. The audit report will likely reach IFAD beyond the deadline of 30 June 2015. The Mission reviewed the unaudited Financial Statements and found them adequate for the auditing exercise.

76. Procurement. Since the Supervision Mission that took place in November 2014 PROMER has finalized eight for equipment, whereas all processes for services are still not finalized. Review of 50% of purchasing processes were reviewed and no relevant issues were found.

77. As agreed in the previous Mission, PROMER is closely following up the legal case started by the Government of Cabo Delgado in order to recover funds received by a supplier of motorcycles who failed to deliver the vehicles to the PROMER cell in Pemba (total value of contract USD 20,032). 50% of the amount has already been recovered by the Provincial Directorate of the Ministry of Agriculture.

Agreed action	Responsibility	Agreed date
Reimburse VAT and taxes paid with IFAD/EC fund	DNPDR	June 2015
Send audit report to IFAD	PMT	July 2015
Provide guidelines for setting-up electronic archive of EC supporting documentation	IFAD	September 2015
Request allocation of budget for audit and electronic archive	PMT	August 2015
Follow-up on legal case for purchase of motorcycles in Cabo Delgado	PMT	September 2015

F. Sustainability

78. PROMER is on its sixth year of implementation and a large number of project interventions have shown good progress. The graduation process continued and the approach of adapting the training to meet the needs of each FO, based on the SWOT analysis, has contributed to improved quality of graduation process. The SP classified the FO in each Block, however the PMU and PROMER Cells need to closely monitor this process to check consistency with the agreed criteria and to assess the accuracy of the classification done by each SP. It is necessary to refine and simplify the graduation criteria, giving more focus on business indicators. Nevertheless, Farmer Associations from category A and B visited by the mission are making progress, notably in the areas of governance, planning, business development, farm management and gender. The gross margins presented to the mission by Associação 3 de Fevereiro in Ancuabe, shows a profit of MZN 443,000 (equivalent to USD 12,000) from poultry in 2014. While this does not provide sufficient evidence for a sustainable farmer association, it gives an indication of the level of responsiveness of the FOs by making profits when appropriate advice is available to them. This is in combination with various instruments - policies that supports smallholder, youth, gender and rural development – in many cases beyond a single project mandate will contribute to effective sustainability of organizations.

G. Cross-cutting issues

79. MDG 1C activities. The implementation of the PROMER MDG activities has continued as planned. The Sub-Program Coordination Unit - SPCU at Ministry of Development and Cooperation – MPD is now fully operational and the newly recruited team members are all in place since early December 2014. The SPCU's budget is integrated into PROMER's budget and all disbursement requests are processed by PROMER.

80. Gender and youth. The PMT sent a staff to a learning route on gender and youth. This was received as a very valuable experience and an action plan has been developed to enhance targeting for these vulnerable groups. There is a large participation of women in the Farmers Association visited by the mission and increasingly more women are taking decision roles. Due to their active role in food preparation for the family, both women and youth play an important role in the implementation of the Nutrition component of the project.

H. Conclusion

81. PROMER is a well-managed project and is progressing well. Coordination with the implementing Agents and the Service Providers is also good, in particular for the farmer group development. At the institutional level, the Project Reference Groups have shown remarkable improvement. They understand the complexities of the project and the role that a combined multi-sectorial effort plays for the fulfilment of project objectives. There is ownership of the project by different stakeholders in particular at district level. The support provided to FOs through capacity building and legalization is now evident. The project requires an effective utilisation M&E and KM as a management tool. To do so, the project needs to go into a step beyond sole reporting and use the available data to demonstrate linkages between the outputs and outcomes at different levels.

82. IFAD and the Government of Mozambique endorse the findings of the mission. The next supervision mission is scheduled for March 2015.

Robson Mutandi
Country Director

José Manuel Elija Guamba
DNPDR Director

Date

Date

Appendix I: Summary of Project Status and Ratings

Project 1423 [1100001423] Rural Markets Promotion Programme

Basic Facts

Country	Mozambique	Project ID	1423 [1100001423]	Loan/DSF/Grant FI No.	1000003160
Project	Rural Markets Promotion Programme			Top-up Loan/DSF/Grant FI No.	
Date of Update	28-Apr-2015				
Supervising Inst.	IFAD				
No. of Supervisions	5	No. of Implementation Support/Follow-up missions	5		
Last Supervision	29 – May 2015	Last Implementation Support/Follow-up mission	21-Nov-2014		

USD million Disb. rate %

Approval	11-Sep-2008			Total financing	48.34	
Agreement	17-Sep-2008	Effectiveness lag	7.6	IFAD Total	31.13	
Entry into force	26-Apr-2009	PAR value	-----	IFAD loan	31.13	76.31
First disbursement	20-Jul-2009			DSF grant		
MTR	30-May-2014	Last amendment	29-Jan-2015	IFAD grant		
Original completion	30-Jun-2016	Last audit		Domestic Total	7.31	
Current completion	30-Jun-2018			Beneficiaries	3.05	0
Current closing	31-Dec-2018			National Govern	4.26	16.36
No. of extensions	31-Dec-2018			External Cofinancing Total	9.89	
	1			European Union	9.89	33.9

Project Performance Ratings

B.1 Fiduciary Aspects	Last	Current	B.2 Project implementation progress	Last	Current
1. Quality of financial management	5	5	1. Quality of project management	5	5
2. Acceptable disbursement rate	3	4	2. Performance of M&E	4	4
3. Counterpart funds	3	3	3. Coherence between AWPB & implementation	3	3
4. Compliance with financing covenants	5	5	4. Gender focus	4	5
5. Compliance with procurement	5	5	5. Poverty focus	4	4
6. Quality and timeliness of audits	6	5	6. Effectiveness of targeting approach	5	5
			7. Innovation and learning	4	5
			8. Climate and environment focus	4	4

B.3 Outputs and outcomes	Last	Current	B.4 Sustainability	Last	Current
1. 1.1 Support for Input & Output Traders	4	3	1. Institution building (organizations, etc.)	5	5
2. 1.2 Support for Farmers' Organizations	5	5	2. Empowerment	5	5
3. 2. Enterprise-led Value Chain Initiative	3	3	3. Quality of beneficiary participation	4	4
4. 3.1 Market Infrastructure	4	4	4. Responsiveness of service providers	4	4
5. 3.2 Facilitating Access to Finance	3	3	5. Exit strategy (readiness and quality)	4	4
6. 3.3 Improving Market Transparency	4	4	6. Potential for scaling up and replication	5	5
7. 4.1 Knowledge Management & Coordination	4	4			
8. 4.2 Policy/Institutional Support	4	4			

B.5 Justification of ratings

After 6 years of implementation, disbursement has reached a total of 76.31% of the IFAD loan. Execution of the AWPB for 2014 reached 55% of IFAD funds by 31 December 2014. For the MDG funds, execution of the budget reached 50%. As at March 2015 execution of the 2015 AWPB is below target at 8.6%. Audit of 2015 Financial Statements is behind schedule and will reach IFAD beyond deadline of 30 June. Support to Farmer Organisations are progressing well. The road rehabilitation activities have not progressed as planned in 2014 due to heavy rains. Service providers nutrition and ASCAs have been selected and are finalising the scoping studies. The service provider for the support to traders sub-component (1.1) has just been recruited. This sub-component is heavily delayed following the cancellation of the AGRA financing. The programme is improving its focus on gender and youth. The gender focal point participated in a gender and youth learning routes and is currently implementing an action plan to improve targeting of vulnerable groups. The project shows strong innovation and learning. Several innovative activities have been piloted including the one year literacy pilot, climate resilience of roads, peer-to-peer ranking methodology of FOs, and the radio programmes. The innovations are results of learning, but other learning takes place. The literacy pilot was not considered effective and the project reverted back to the original curriculum, as well as learning how to approach degradation of roads. PROMER received EUR 0.9 million for roads, market infrastructure and farmer association support from the European Union (EU) under the Framework Programme for the Food Production Action Plan (Pro-PAPA). In 2013, an Amendment to the IFAD Loan Agreement was signed to accommodate 11.3 million USD as additional funds from an EU grant, under the MDG 1c programme (contributing to MDG results 7, 10, 11, and 16). Two additional components were introduced, Nutritional Education (component 5) and Institutional Support of Direction of International Cooperation (Component 6). The programme was extended for an additional 2 years and are now a 9 year programme, expected to conclude in 2018. The MTR introduced exit planning in the project where exit plans are being developed for all activities. Some exit plans are currently ongoing, such as lobby for policy change for market information in rural radios and the support to MIC.

Overall Assessment and Risk Profile

	Last	Current
C.1 Physical/financial assets	5	5
C.2 Food security	4	4
C.3 Quality of natural asset improvement and climate resilience	4	4
C.4 Overall implementation progress (Sections B1 and B2)	4	4

Rationale for implementation progress rating

The rationale from the MTR are still prevalent today, which is: Overall implementation has accelerated. Market linkages and road rehabilitations show evidence of increased economic benefits. With the first disbursement of the EU funds past constraints that were delaying project activities have been removed. The road rehabilitation activities have further expanded and the recruitment for services providers for the rural trader support and nutrition activities have started.

C.5 Likelihood of achieving the development objectives (section B3 and B4)	4	4
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Rationale for development objectives rating

Likelihood of achieving the development objectives remains the same as during the MTR. Quality of project management is sound and activities at the local level are having a reasonable impact on the lives of the beneficiaries. However, since the design, PROMER has experienced several changes at the lead agency level – from Ministry of Planning and Development to the Ministry of State Administration and now in the Ministry of Land Environment and Rural Development. In addition to that, some components have shown results below expectations. By midterm, experience shows that FOs require longer periods of assistance in order to capacitate unions to be effective in providing services to their members. The recently added nutrition component was under-budgeted during design, and funds will need to be reallocated. Finally, PROMER must ensure that the action plans targeting HIV and gender issues are actually implemented at the service provider level. The rural finance component is not yielding the envisioned results. Future interventions after the MTR might be able to build on the lessons learned in the first four years of the Project.

C.6 Risks Short description of major risks for each section and their impact on achievement of development objectives and sustainability

Fiduciary aspects	Disbursement is within expectations (76.31%), and the programme should be able to exhaust the full loan allocation by programme closure .
Project implementation progress	Some activities delayed but starting up. Weak implementation partners and delay by PMT to quickly respond to issues as they arise

Outputs and outcomes	Capacity of service providers to delivery sustainable outputs and outcomes
Sustainability	Unclear exist plans and failure to successful influence national policy dialogue

Proposed Follow-up

Issue / Problem	Recommended Action	Timing	Status
Weak capacity of service providers	Capacity building and close follow-up	May 2015	Ongoing
Weak financial sector for effective wholesale financial institutions	Rural Finance consultant being recruited. Consultant will assess capacity and develop strategy for the management of the credit-line	May 2015	Ongoing
Nutrition component not being an integral part of the programme	Activities proposed following baseline. Reviewed and approved by IFAD nutrition expert to ensure holistic and complimentary activities. PMT provides close follow-up and disseminate KM products.	Jan, 2015	Ongoing

Additional observations

Appendix2: Status of Agreed Actions

Implementation Status of the IFAD November 2014 Supervision Mission

Overall assessment of PROMER implementation

Agreed action	Responsibility	Agreed date	Status
Provide close follow-up to ensure Rapid start-up of outstanding activities	PMT	Nov 2014 – Jun 2015	On Going
Start implement the PROMER M&E and KM action plan	PMT	Mar 2015	KM Plan is still being developed.

Component 1. Developing More Dynamic Market Intermediaries

Agreed action	Responsibility	Agreed date	Status
Complete scoping study for support to rural traders	SP	Mar, 2015	Concluded
Send justification for sole sourcing FO SPs to IFAD	PMT	Dec, 2014	Completed, using a different methodology recommended by the procurement consultant
Sign new contract with service providers for component 1.2 (provided additional funds are available)	PMT	Mar, 2015	Current contracts were extended and new contracts will be signed in June.
Finalize the farmer group development manual	PMT	Mar, 2015	Concluded
Review guidelines for matching grant facility	PMT/SP	Jan, 2015	Pending definition of new implementation strategy to be defined with support from SNV
Develop guidelines for the risk mitigation fund	PMT	June, 2015	Pending recruitment of Rural Finance Consultant to provide technical assistance to PMT.
Start three year literacy curriculum	SPs	Jan, 2015	Being implemented
Develop one year top-up curriculum	SPs	Mar, 2015	Concluded

Component 2. Enterprise-led Value Chain Initiatives

Agreed action	Responsibility	Agreed date	Status
Respond to no objection request for MEL SIP	IFAD	Nov, 2014	NO not granted. Additional information was requested and an

Agreed action	Responsibility	Agreed date	Status
			updated version was produced and is to be analyzed by the IFAD supervision mission
Finalize ZAC SIP	PMT	Mar, 2015	The SIP writing has not started with the two consultants contracted under a public tender still finalizing the MEL and ALIMI SIPs
Finalize the ALIMI SIP		Jan, 2015	Under revision, with the revised version to be presented to the IFAD Mission
Finalize revision of value chain guidelines	PMT	Dec, 2014	Postponed. Pending the finalization of the SNV 4Ps strategy
Finalize scoping of agribusiness environment	PMT	Feb, 2015	Pre-scoping done by the PROMER Cells and the scoping to be done by SNV under 4Ps
Launch a call for proposal for new concept notes	PMT	Dec, 2014	Postponed and to be included in SNV plan
Organize pre-bidding workshop	PMT	Dec, 2014	Postponed and to be included in SNV plan
Launch a second call for proposal for new concept notes	PMT	May, 2015	Postponed and to be included in SNV plan
Organize pre-bidding workshop	PMT	May, 2015	Postponed and to be included in SNV plan
Organize technical training for the revised VC guidelines	PMT	Feb, 2015	Postponed and to be done after revision with SNV 4Ps strategy

Component 3. Improving the Market Environment

Agreed action	Responsibility	Agreed date	Status
Finish scoping study for CBFS	SP	Dec, 2014	Concluded
Commence CBFS activities	SP	Jan, 2015	Activities already initiated in 2 Blocks.
CBFS SP training on information system and reporting	PMT	Jan, 2015	Postponed due to delays in the finalization of the recruitment of the Rural Finance consultant to support the PMT
Recruit CBFS Service	PMT	Jan, 2015	Recruitment process on

Agreed action	Responsibility	Agreed date	Status
Provider for Block B			going
Recruit of financial expert consultant	PMT	Jan, 2015	Recruitment process on going
Finalize assessment for management of the credit line	PMT	Mar, 2015	Pending the recruitment of the Rural Finance Consultant to support the PMT
Train staff supervising road development	PMT	Mar., 2015	Postponed due to unavailability of additional funding
Train road development contractors	PMT	Mar., 2015	Postponed due to unavailability of additional funding
Submit proposal to PROMER for climate training	UM	Dec, 2014	Postponed due to unavailability of additional funding
Finish rehabilitation of markets	PMT	Mar, 2015	On going
Train staff responsible for supervising infrastructure works	PMT	Feb, 2015	Postponed due to unavailability of additional funding
Train infrastructure contractors	PMT	Feb, 2015	Postponed due to unavailability of additional funding

Component 4. Nutrition Promotion

Agreed action	Responsibility	Agreed date	Status
Finalise scoping study	SP	Dec, 2014	Concluded
Propose strategic workplan	SP	Dec, 2014	Concluded

Component 5. Policy/Institutional Support and Management

Agreed action	Responsibility	Agreed date	Status
Develop KM action plan	PMT	Mar, 2015	Postponed. Pending the finalization of the recruitment process of the new SPs for Farmer Groups development
Finalize performance	PMT	Mar, 2015	Postponed due to lack of

Agreed action	Responsibility	Agreed date	Status
assessment system			time.
Submit proposed RIMS level 2 indicators to IFAD	PMT	Dec, 2014	Concluded
Submit AWBP to IFAD for NO objection	PMT	Nov 2014	Concluded
Discuss with PROCASUR the potential of using learning route methodology	PMT	Jan 2015	Postponed. Pending the finalization of the recruitment process of the new SPs for Farmer Groups development
Revise the DNPDR KM plan	DNPDR	Nov, 2014	Pending answer from IFAD
Review document control and filing	PMT	Feb, 2015	Concluded

Fiduciary aspects

Agreed action	Responsibility	Agreed date	Status
Finalize cost tables	PMT/IFAD	Nov 2014	Concluded
Request reallocation of funds to category I	PMT/DNPDR	Nov, 2014	Concluded
Request additional financing	PMT/DNPDR	Dec 2014	Concluded
Launch tender for new auditor	PMT	Feb 2014	Concluded
Follow-up on legal case against motorcycle supplier in Cabo Delgado	PMT	May 2015	On going
Provide training to the SPCU officer on PROMER financial processes	PMT	Dec, 2014	Cancelled.

MDG 1C activities. & Gender and youth.

Agreed action	Responsibility	Agreed date	Status
Start implementation of the gender and youth workplan	PMT	Feb, 2015	Postponed to the 2 nd semester, after the recruitment process of the SP for Support to Farmers Organizations is finalized .

Appendix 3: Physical progress

PROMER Physical Progress								
Indicator	Unit	RIMS	Annual target	Annual result	Appraisal target	Revised target	Cumulative result	Comment (general)
Component 1. Developing More Dynamic Market Intermediaries								
Output 1.1 Increased capacity of traders to effectively market surplus production and deliver improved inputs								
Study, survey and strategy reports produced	Number	no	0	0	2	2	0	Studies on traders
	Number	yes	0	0	375	375	0	Traders being supported
Enterprises accessing non-financial services facilitated by the project	Number	no	0	0	1,500	1,500	0	Inputs promotions on demonstration plots
Inputs demonstrations held	USD	no	0	0	300,000	300,000	0	
Value of input supply guarantees	USD	no	0	0	870,000	870,000	0	Investment support for traders
Value of investments and matching grant support								
Output 1.2 Increased capacity of farmers' organizations and their members to effectively market surplus production and conduct profitable transactions								
Study, survey and strategy reports produced	Number	no	3	0	3	3	3	Baseline and inception reports
	Number	yes	35	35	670	500	500	Farmer associations supported
Marketing groups formed/strengthened	Female	yes	0	364	4,700	5,000	9,469	Members of farmer associations
People in marketing groups formed/strengthened	Male	yes	0	546	15,400	8,000	8,216	Members of farmer associations
People trained in Functional Adult Literacy	Female	no	0	2444	2,650	2,650	5866	Members of farmer associations
People trained in Functional Adult Literacy	Male	no	0	1772	8,600	8,600	3,977	Members of farmer associations
Value of investments and matching grant support	USD	no	0	0	870,000	870,000	0	Investment support for associations

Indicator	Unit	RIMS	Annual target	Annual result	Appraisal target	Revised target	Cumulative result	Comment (general)
Output 1.3 Institutions that can more effectively represent farmers' interests and deliver relevant support services								
Study, survey and strategy reports produced	Number	no	0	0	15	15	1	UNAC/district unions and commodity associations. There are a total of 10 but currently only 1 strategy for FONPA
Apex organisations formed/strengthened	Number	yes	0	0	12	12	10	District Unions, farmers federations, commodity associations supported
Workshops/seminars conducted	Number	no	0	0	54	54	0	Consultative fora, policy workshops
Value of investments and matching grant support	USD	no	0	0	400,000	400,000	0	Institutional support to higher level institutions
Component 2. Enterprise-led Value Chain Initiative								
Output 2.1 Improved value chain operations and partnerships between smallholders and agri-business enterprises								
2Study, survey and strategy reports produced	Number	no	0	0	9	9	1	Market opportunities, VCAs
Enterprises accessing financial services facilitated by the project	Number	yes	0	0	5	5	0	Enterprises getting matching grants
Enterprises accessing non-financial services facilitated by the project	Number	yes	0	0	5	4	1	Enterprises accessing technical assistance
Enterprise-producer partnerships established	Number	no	0	365	5	5	583	Enterprise-association partnerships including contracts. UE-36; IFAD-329
Workshops/seminars conducted	Number	no	0	1	30	30	1	Value chain workshops, exposure visits
Value of investments and matching grant support	USD	no	0	0	3,750,000	3,750,000	250,000	PROMER/enterprises joint finance
Component 3. Improving the Market Environment								
Output 3.1 Improvements in the quantity and quality of market related infrastructure and services								

Study, survey and strategy reports produced	Number	no	0	0	3	3	1	Roads, markets, financial services
Financial institutions participating in the project	Number	yes	0	0	17	17	6	Existing and new institutions/outlets
Workshops/seminars conducted	Number	no	0	0	72	72	0	Marketing, networking
Market-related radio broadcasts	Number	no	0	408	468	468	840	Radio Mozambique, local stations
People trained in business and entrepreneurship skills	Female	yes	0	0	260	260	0	Accessing finance
People trained in business and entrepreneurship skills	Male	yes	0	0	740	740	0	Accessing finance
Value of investments and matching grant support	USD	no	0	0	1,304,000	1,304,000	234,000	Institutional support to financial institutions
Marketing facilities constructed/rehabilitated	Number	yes	15	4	19	15	6	Public markets (Máua, Chiúre, Balama, Cuamba, Mecanhelas and Alto-Molócuè districts)
Roads constructed	KM	yes	0	51.5	415	675	489.1	Market access road improvement. IFAD-310 km IFAD and EU- 59.1 km

Appendix 4: Financial: Actual financial performance by financier; by component and disbursements by category

Table 4A – Financial Performance by financier as at 31 December 2014

Financier	Appraisal (USD)	Disbursements (USD)	Per cent disbursed
IFAD loan	31,135,000.0	19,730,063.60	63.4
AGRA*	3,517,000.0	0.0	0.0
GoM	4,508,000.0	752,639.27	16.7
Beneficiaries	3,050,000.0	0.0	0.0
EC grant	9,890,000.00	3,579,036.30	36.2
Total	52,100,000.0	24,061,739.2	46.2%

*as at 31/12/2014 AGRA is no longer financing PROMER

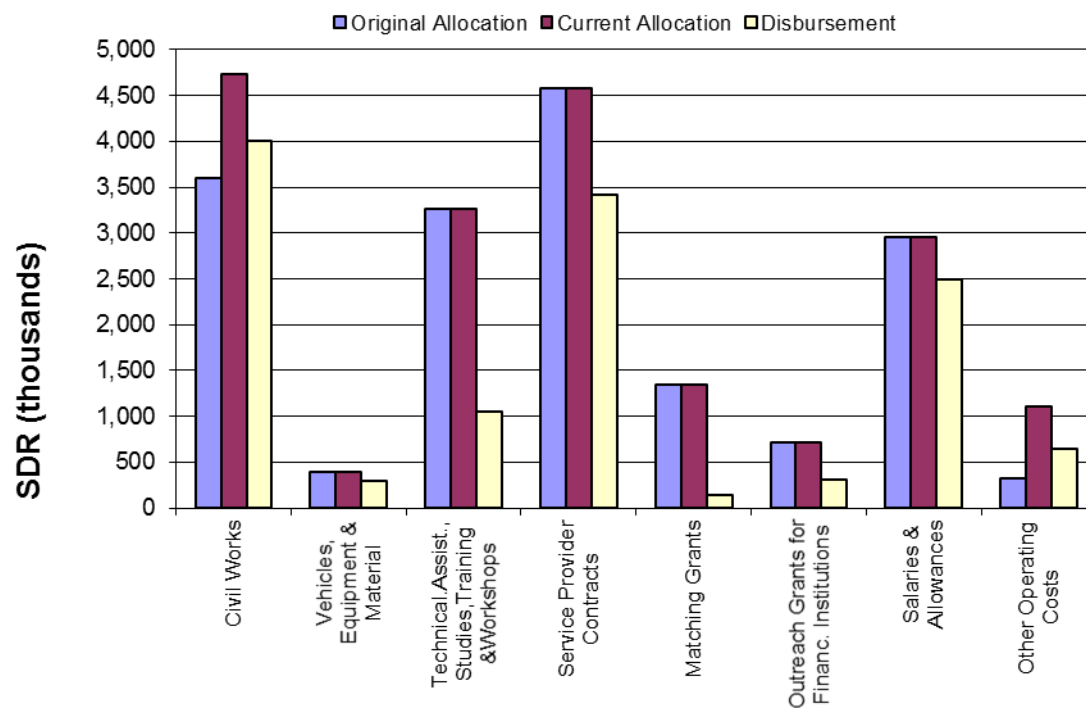
Table 5A – Financial Performance by financier by computer (USD '000)

Component	IFAD loan			European Commission			Beneficiaries			Government			Total		
	Current	Actual	%	Current	Actual	%	Current	Actual	%	Current	Actual	%	Current	Actual	%
Development of More Dynamic Market Intermediaries	7,711,500.0	4,804,441.0	62%	1,942,000.00	345,355.00	18%	800,000.0	-	0%	1,424,000.0	-	0%	11,877,500.0	5,149,796.0	43%
Enterprise Led Value Chain Initiative	4,723,500.0	290,137.0	6%	-	-	0%	2,250,000.0	-	0%	278,500.0	-	0%	7,252,000.0	290,137.0	4%
Improving the Market Environment	9,817,000.0	7,036,659.0	72%	6,449,000.00	876,858.00	14%	-	-	0%	1,628,500.0	-	0%	17,894,500.0	7,913,517.0	44%
Policy/Institutional Support and Management	8,883,000.0	6,054,873.0	68%	1,267,000.00	377,267.00	30%	-	-	0%	906,000.0	-	0%	11,056,000.0	6,432,140.0	58%
Nutrition Promotion	-	-	0%	232,000.00	-	0%	-	-	0%	48,000.0	-	0%	280,000.0	-	0%
Implementation Support (DIC)	-	-	0%	634,000.00	16,839.00	3%	-	-	0%	223,000.0	-	0%	857,000.0	16,839.0	
Total	31,135,000.0	18,186,110.0	58%	10,524,000.00	1,616,319.00	15%	3,050,000.0	-	0%	4,508,000.0	292,758.9	6%	49,217,000.0	19,785,590.0	40%

Table 4C: IFAD loan disbursements (SDR, as at 31 Dec 2014)

Category Description	Original Allocation	Current Allocation	Disbursement	Balance	Per cent disbursed
Civil Works	3,600,000	4,730,000	3,999,690.90	730,309	85%
Vehicles, Equipment & Material	400,000	400,000	299,823.48	100,177	75%
Technical Assist., Studies, Training & Workshops	3,260,000	3,260,000	1,049,931.88	2,210,068	32%
Service Provider Contracts	4,580,000	4,580,000	3,416,489.68	1,163,510	75%
Matching Grants	1,350,000	1,350,000	142,499.15	1,207,501	11%
Outreach Grants for Financ. Institutions	720,000	720,000	303,475.05	416,525	42%
Salaries & Allowances	2,950,000	2,950,000	2,490,962.62	459,037	84%
Other Operating Costs	330,000	1,110,000	638,730.19	471,270	58%
Unallocated	1,910,000	NA	NA		
Initial deposit	NA	NA	2,232,663.93	-2,232,664	
Total	19,100,000	19,100,000	14,574,266.88	4,525,733	76%

Figure 1: IFAD loan/grant disbursement, comparisons between original and revised allocations and actual disbursement



Appendix 5: Compliance with Loan Covenants

Section	Covenant	Target/Action Due Date	Compliance Status/Date	Remarks
Section 4.02	PCU to open and maintain a Project Account USD.		Yes	
Section 4.02	GOM to replenish Project Account yearly in advance	31 Dec 2015	No	GOM only refunds tax exemptions upon submission of support documentation
Section 4.03	Procurement of goods, works and services carried out in accordance with the procedures laid down in Schedule 3	Continuous	Partially	Some Procurement Processes have deviated from IFAD guidelines
Section 4.04	Insurance of vehicles, equipment and civil works financed from the loan proceeds to be consistent with sound commercial practice.	Continuous	Yes	Highly depreciable assets (computers and furniture) were not insured. IFAD has agreed with this course of action.
Section 4.05, section 11.10(b)	Audit report submitted to IFAD.	30 June 2015	No	Project audit is delayed and should reach IFAD by end of July 2015
Section 4.06	Progress reports to be submitted to IFAD on a quarterly basis.	Continuous	Yes	
Schedule 4, para 7	AWPB to be submitted to the Fund, for its review and comments	Continuous	Yes	
Schedule 4, para 8(a)	A Mid-Term Review (MTR) to be carried out jointly by the Borrower and IFAD.	May 2014	Yes	
Schedule 4, para 16	Project to be exempted from all import duties, excise taxes and value added tax (VAT) on investment expenditures	Continuous	Partial	Most payments made with VAT and taxes included. GOM does reimburse projects for any VAT and taxes due.

Appendix 6: NO Tracking sheet

Overall 4.3		working days average turn-around time						4.4		
STAGE ONE (Review of Bidding Documents)							STAGE TWO (Review of Evaluation Reports)			
Description of Goods/ Works or Services	DATE OF FIRST RECEPTION	DATE OF COMPLETE RECEPTION	Date No-Objection Provided By CPM	REMARKS	WORKING DAYS in ESA	DATE OF FIRST RECEPTION	DATE OF COMPLETE RECEPTION	Date No-Objection Provided by CPM	REMARKS	WORKING DAYS in ESA
000 VC guidelines	23-Dec-12	23-Dec-12		denied 22 Feb 12	n/a	15-Mar-12	21-Mar-12	23-Mar-12		2
001 Agribusiness Off & Civil Eng Posts	12-Jan-12	12-Jan-12	13-Jan-12		1	13-Mar-12		13-Mar-12	Agribusiness off. only	0
001c Contract, Civil Engineer at Pemba	20-Jul-12	20-Jul-12	20-Jul-12		0					n/a
002 AWPB 2012	27-Dec-12	27-Dec-12		denied 19 Jan 12	n/a					n/a
002b revised AWPB 2012	27-Jan-12	27-Jan-12	3-Feb-12		5					n/a
003 AWPB service prov. Comp 1	16-Mar-12	16-Mar-12	21-Mar-12		3					n/a
004 Addendum contract OIKOS	18-Apr-12	18-Apr-12	19-Apr-12		1					n/a
005 Revised TOR for three PMU posts	24-Apr-12	24-Apr-12	27-Apr-12		3					n/a
005b Recruitment Market Intern. Officer	16-May-12	16-May-12	21-May-12		3					n/a
005c PROMER Contract VC Officer PMU	16-Jul-12	16-Jul-12	24-Jul-12		6					n/a
005d Evaluation & Contract M&E for PMU	26-Sep-12	26-Sep-12	27-Sep-12		1					n/a
006 Recruitment of Accountant	17-May-12	17-May-12	21-May-12		2					n/a
007 KPMG Engagement for 2011 Audit	18-May-12	18-May-12	21-May-12		1					n/a
008 CAL SIP for Cassava and Sesame	25-May-12	25-May-12		denied 31-May-12	n/a					n/a
008b CAL SIP for Cassava and Sesame	22-Jun-12	22-Jun-12	-	denied 27-Jun-12	n/a					n/a
008c CAL SIP for Cassava and Sesame	4-Jul-12	4-Jul-12	4-Jul-12		0					n/a
008d CAL SIP draft contract of Sesame SIP	19-Jul-12	19-Jul-12	20-Jul-12		1					n/a
009 Participation to TOMPRO Training	5-Jun-12	5-Jun-12	6-Jun-12		1					n/a
010 Recruitment M&E officer, Pemba cell	15-Jun-12	2-Jul-12		denied 19-Jun-12	n/a					n/a
011 - numbering error			-		n/a					n/a
012 Addenda to PROMER staff contracts	25-Jul-12	25-Jul-12	26-Jul-12		1					n/a

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013 Revised AWPB 2012	27-Jul-12	27-Jul-12	28-Jul-12		0					n/a
014 Revised MOU with PRONEA	27-Jul-12	27-Jul-12	25-Jul-12	denied 1-Aug-12	-4					n/a
014b Revised MOU with PRONEA (PSP)	10-Aug-12	10-Aug-12	27-Jul-12	denied 15-Aug-12	-12					n/a
015 Revising the housing benefits	17-Sep-12	17-Sep-12	27-Jul-12		-37					n/a
016 updated Contract CAL and SEsane SIP	26-Sep-12	2-Oct-12	10-Aug-12		-38					n/a
017 MOU with DPA's and Extensionists TOR	9-Nov-12	14-Nov-12	14-Nov-12		0					n/a
018 AWPB 2013	3-Dec-12	6-Dec-12	11-Dec-12		3					n/a
019 Tender SP recr. input/output traders	9-Jan-13	9-Jan-13	10-Jan-13		1					n/a
020 agribusiness consultant (single source)	24-Jan-13	24-Jan-13	-	denied 25 Jan 13	n/a					n/a
021 Recruitment M&E Officer Alto Molocue	15-Mar-13	15-Mar-13	15-Mar-13	-	0					n/a
022 Tender recruit SP Community Based	15-Mar-13	15-Mar-13		denied 18-Mar-13	n/a					n/a
022b Tender recruit SP Community Based	15-Mar-13	18-Mar-13	18-Mar-13	-	0					n/a
022c Report development Community based FS	21-May-13	21-May-13	28-May-13	-	0					n/a
023 Addendum for OIKOS	25-Mar-13	25-Mar-13	-	denied 29-Mar-13	n/a					n/a
023b Addendum to Contract with OIKOS 3	25-Mar-13	25-Mar-13	6-Aug-13		n/a					
024 Insurance of PROMER equipment	10-Apr-13	10-Apr-13	12-Apr-13		n/a					
025 Audit for 2012 fiscal year	12-Apr-13	12-Apr-13	15-Apr-13		n/a					
026 Service providers AWPB 2013	16-Apr-13	16-Apr-13	22-Apr-13	-	4					n/a
027 TOR and Tender for programme Officer	31-May-13	31-May-13	14-Jul-13	-	30					n/a
028 TOR Tender for nutrition education	3-Jun-13	3-Jun-13	14-Jun-13	-	9					n/a
029 Add new component sequence	12-Jun-13	12-Jun-13	12-Jun-13	-	n/a					n/a
030 Recruitment of KM Officer to be based in DNPDR	24-Jun-13	24-Jun-13	13-Aug-13	-	35					n/a
031 Selection of Service Providers	3-Jul-13	3-Jul-13	-	denied 10-Jul-2013	n/a					n/a
031b Evaluation Report Selection of SP	19-Jul-13	19-Jul-13	6-Aug-13		12					n/a
032 Addendum to Contract GAPI and the Consortium SNV_OLIPA_ UATAF	6-Aug-13	6-Aug-13	6-Aug-13		0					n/a
033 salary increases	19-Jul-13	19-Jul-13	25-Aug-13		23					n/a
034 Recruitment of Mr. Rogério Sitole ME	9-Aug-13	9-Aug-13	23-Aug-13		9					n/a

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Officer										
34b Recruitment of the ME Officer for the Pemba Cell	29-Aug-13	29-Aug-13	29-Aug-13		0					
034c recruitment of M&E Officer for the Pemba Cell.	23-Sep-13	23-Sep-13	23-Sep-13		0					n/a
Recruitment of ME Officer for the Pemba Cell	29-Aug-13	29-Aug-13	30-Aug-13		1					n/a
035 Evaluation Report for Selection of SP fo Accumulating Savings	4-Sep-13	4-Sep-13	13-Sep-13		7					n/a
036 Evaluation Report for Programme Officer post.	1-Oct-13	1-Oct-13	3-Oct-13		2					n/a
037 Evaluation of EOI	3-Oct-13	3-Oct-13	11-Oct-13		6					n/a
037a Evaluation report of EOI for Nutrition education	03-Oct-13	03-Oct-13	25-Nov-13		35					n/a
038 Recruitment of M&E Officer Alto Molocue	3-Dec-13	3-Dec-13	11-Dec-13		6					n/a
039 Pre-financing by the Road Fund	12-Dec-13	12-Dec-13	13-Dec-13		1			-		n/a
040 AWPB 2014	17-Dec-13	17-Dec-13	19-Dec-13		2					n/a
041 Selection of Service Providers ASCAs	21-Jan-14	21-Jan-14	28-Jan-14		5					n/a
042 Signature of the MOU with DIC	27-Jan-14	27-Jan-14	29-Jan-14		2					n/a
043 Recruitment of Agribusiness Officer and Coordinator for Pemba Cell	20-Jan-14	20-Jan-14	31-Jan-14		9					n/a
044 Contract Accountant with MDG funds	10-Feb-14	10-Feb-14	13-Feb-14		3					n/a
045 Service Providers AWPB 2014	26-Mar-14	26-Mar-14	2-Apr-14		5					n/a
046 Revised CAL 2014 Annual Plan	26-Aug-14	26-Aug-14	29-Aug-14		3					n/a
047 Selection of the Proposals of the tender for SP for Nutrition Education 1	1-Apr-14	1-Apr-14	06-Apr-14		n/a					n/a
048 Selection for the Disbursement of Accounts.	21--Apr-14	21--Apr-14	24-Apr-14		3					n/a
049 Contract for the audit of the 2013	5-May-14	5-May-14	8-May-14		3					n/a
050 Purchase 2 Vehicles 4X4 to our Cells in Alto Molocue	23-May-14	23-May-14	29-May-14		4					n/a
051 Evaluation report of technical proposals of the tender for SP for Nutrition Education 1	15-Jul-14	15-Jul-14	30-Jul-14		11					n/a
052 Change of categories in the budget of MDG and DICMDG	5-Jun-14	5-Jun-14	17-Sep-14		74					n/a
053 Procurement method and recruitment of SP for Farmer Group Development phase II	12-Dec-14	12-Dec-14	19-Dec-14		5					n/a

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