

モザンビーク共和国
投資輸出促進庁

モザンビーク共和国
投資促進・円滑化能力強化プロジェクト

事業完了報告書

2020年2月

独立行政法人国際協力機構

株式会社コーエイリサーチ&コンサルティング

外貨交換レート (2020年2月)

1 メディカル = 1.723 円

プロジェクト活動写真



第2回 JCC 会合 (2017年3月)



第5回 JCC 会合 (2020年2月)



PEPIP 円卓会合 (2016年11月)



PEPIP 円卓会合 (2019年11月)



第1回本邦研修 (2017年2月)



第1回本邦研修 (2017年2月)



第2回本邦研修 (2018年1~2月)



第3回本邦研修 (2020年1月)

3rd



第三国視察 (ベトナム; 2017年10月)



第三国視察 (ベトナム; 2017年10月)



第三国視察 (マレーシア; 2019年2月)



第三国視察 (マレーシア; 2019年2月)



周辺国調査 (ルワンダ; 2017年5月)



周辺国調査 (タンザニア; 2017年5月)



ナンブラ州調査 (2016年12月)



カーボデルガド州調査 (2017年6月)



テテ州調査 (2018年5月)



テテ州調査 (2018年5月)



IT研修 (PPT; 2017年9月)



IT研修 (Access; 2019年9月)



パイロットモニタリング (マプト; 2017年)



パイロットモニタリング (ナンプラ; 2019年)



ビジネスフォーラム東京 (2018年2月)



ヨハネスブルク投資セミナー (2020年2月)

略語表

<u>略語</u>	<u>英語名</u>	<u>和名</u>
ADF	Agricultural Development Fund	農業開発基金
AdZ	Zambeze Valley Development Agency	ザンベジ渓谷開発庁
APIEX	Agency for Investment and Export Promotion	投資輸出促進庁
AT	Mozambique Revenue Authority	歳入庁
BAU	One stop shop	ワン・ストップ・ショップ
C/P	Counterpart	カウンターパート機関
CPI	Investment Promotion Centre	投資促進センター
CRM	Customer Relationship Management	顧客情報管理システム
CTA	Confederation of Mozambican Associations	モザンビーク経済団体連合
DASP	Directorate of Private Sector Support	民間セクター支援事務所
DECPE	Division of Studies, Cooperation and Special Projects	調査・協力・特別事業部
DfID	Department for International Development	イギリス国際開発省
DGFPI	Division of Investment Project Management and Facilitation	投資プロジェクト管理・円滑化部
DHR	Department of Human Resources	人事課
DPIE	Division of Investment and Export Promotion	投資・輸出促進部
DTIC	Department of IT and Communication	IT コミュニケーション課
DUAT	Land Use Right	土地使用権
ECERDC	East Coast Economic Region Development Council	東海岸経済地域開発委員会
FACIM	Mozambique Fair of Agriculture-Livestock Raising, Commerce and Industry	モザンビーク国際見本市
FDI	Foreign Direct Investment	海外直接投資
GAZEDA	Office for the Accelerated Economic Development Zones	経済特別区開発促進事務所
GDP	Gross Domestic Product	国内総生産
HRD	Human Resources Development	人材育成
IFPELAC	National Institution of Employment, Professional Training, and Labor Studies	国家雇用・職業訓練・労働調査機構
IFZ	Industrial Free Zone	工業自由区
IMF	International Monetary Fund	国際通貨基金
IPA	Investment Promotion Agency	投資促進機関
IPEME	Institute for Promotion of Small and Medium Enterprises	中小企業振興機構
IPEX	Institute of Export Promotion	輸出振興機構
IT	Information Technology	情報技術
JCC	Joint Coordination Committee	合同調整委員会
JETRO	Japan External Trade Organization	日本貿易振興機構
JICA	Japan International Cooperation Agency	国際協力機構

LNG	Liquefied natural gas	液化天然ガス
MATRADE	Malaysia External Trade Development Corporation	貿易開発公社
MEF	Ministry of Economic and Finance	経済財務省
MIC	Ministry of Industry and Commerce	商工省
MIDA	Malaysia Investment Development Agency	マレーシア投資開発庁
MITADER	The Ministry of Land, Environment and Rural Development	土地環境地方開発省
MPRC	Malaysia Petroleum Resources Corporation	マレーシア石油資源公社
NCCIM	National Chamber of Commerce and Industry of Malaysia	マレーシア商工会議所
PCR	Project Completion Report	事業完了報告書
PDM	Project Design Matrix	プロジェクトデザインマトリックス
PEPIC	Strategic Plan for Promotion of Investment and Trade	国家投資輸出促進戦略
PEPIP	Strategic Plan for Promotion of Private Investment	国家投資促進戦略
PIGA	Partnership for Investment and Growth in Africa	アフリカの成長と投資のためのパートナーシップ
PKNP	Pahang State Development Corporation	パハン州開発公社
PMS	Project Monitoring Sheet	プロジェクトモニタリングシート
PR	Public Relations	広報
PPR	Project Progress Report	プロジェクト事業進捗報告書
R/D	Record of Discussion	
RDB	Rwanda Development Board	ルワンダ開発庁
SDAE	District Services for Economic Activities	郡政府経済活動局
SEZ	Special Economic Zone	経済特区
SOP	Standard Operation Procedure	標準業務手順書
TA	Terms of Authorization	投資認可条件書
TIC	Tanzania Investment Center	タンザニア投資促進センター
TICAD	Tokyo International Conference on African Development	アフリカ開発会議
TOR	Terms of Reference	委託事項
UNIDO	United Nations Industrial Development Organization	国際連合工業開発機関

モザンビーク共和国
投資促進・円滑化能力強化プロジェクト

事業完了報告書

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添付 7 : PEPIC/PEPIC RT 会合議事録

添付 8 : IT 研修報告書

添付 9 : PDM 暫定版、PDM 第 1 版

I. プロジェクトの概要

1. 国名

モザンビーク共和国

2. プロジェクト名

投資促進・円滑化能力強化プロジェクト

3. プロジェクト期間

プロジェクト期間は2016年3月から2020年3月の4年1か月間である。(当初の2016年3月から2020年4月までの4年2か月から1か月短縮された。)

4. 背景

モザンビーク共和国は石炭、天然ガス、農業・水産資源などの天然資源に恵まれる。また、地理的に、内陸国へのアクセスを可能とする経済回廊のインド洋への出入り口を擁し、南部アフリカ経済の中心に位置する南アフリカと隣接するなど、ポテンシャルの高い国である。

モザンビークは内外の民間企業による投資を促進するため、1993年に投資法を制定、投資促進センター(CPI)を設立し、とりわけ外国投資の促進を図ってきた。この努力と世界的な資源価格の上昇に支えられ、1990年代後半から2000年初めにかけて大型の資源開発投資が拡大、そのトレンドを追うかたちで非資源型の投資も順調に増加し、2013/2014年にピークを迎えた。また、GDPも2011年から2015年の間は7%を超える高度成長を果たした。

その後、2015年から資源価格の下降の影響などにより経済成長率の鈍化、投資活動の低下を経験しており、更に2016年に発覚した非開示債務問題の影響で経済は低迷している。一方、2017年からは海上天然ガスの開発の再開、ナカラ回廊を通じた石炭の出荷の活発化、安価な電力を活用したアルミ精錬の輸出増など一部の経済活動の活発化がみられている。また、2018年には北部の大型液化天然ガス(LNG)開発案件への投資決定がなされたが、2019年前半には2回に亘るサイクロンの被害により、とりわけ農業セクターに大きな影響が生じており、経済状況は未だに厳しい状況が続いている。

他方、モザンビークは、2014年に国家投資促進戦略(PEPIP)を制定し、CPI(当時)を中心に14の政府関係機関を巻き込んで投資環境の改善、投資促進政策の推進を図ってきている。2017年にはCPI、経済特別区開発促進事務所(GAZEDA)、輸出促進機構(IPEX)の3機関を合体させ投資輸出振興庁(APIEX)を設立し、投資および輸出の促進を図る機関として2018年に再出発し、低迷する経済状況を打開するためにも投資および輸出の振興に期待が寄せられている。

本プロジェクトは、APIEXをカウンターパートとして、投資促進および投資の円滑化をさらに推進するための能力の強化を目的として、2016年3月からJICAの支援によって実施している。プロジェクトは3つのテーマ、1)投資促進、2)投資円滑化、3)投資促進戦略に関する成果を達成することを通じて、APIEXの能力が強化され、投資が促進されることを目的とした。

5. 上位目標、プロジェクト目標、期待される成果

上位目標は「海外直接投資及び国内投資が増加する」に、プロジェクト目標は「APIEXの投資促進・円滑化の能力が強化される」にそれぞれ設定された。また、プロジェクトで期待される成果は次の3つ。

- 成果1： APIEXの投資促進活動が改善する。
- 成果2： 投資認可、各種ビジネスライセンス取得支援、投資モニタリングに関する業務が効果的かつ円滑に行われるようになる。
- 成果3： APIEXによる調整を通じ投資促進戦略（PEPIP）の実施が推進される。

6. 実施機関

投資輸出振興庁（APIEX: Agency for Promotion of Investment and Exports）¹

7. プロジェクト活動全体図

上記Iの5で紹介した3つの成果に加え、「共通事項に関する活動」と「組織管理」の領域を加えた全体の活動図は次頁の図1のとおり。

II. プロジェクトの実績

1. プロジェクトの実績

1-1 日本側の投入

(1) 日本側総投入額：316百万円（2020年2月時点での概算額）

(2) 専門家派遣

本プロジェクトでは、4年1か月の契約期間を通して専門家が計72.56人月従事した（現地業務62.96人月、国内業務9.60人月）。専門家の派遣実績は表1のとおりである（2020年2月末時点）。

表1：専門家派遣実績

氏名	担当業務	渡航回数	人月	
			現地	国内
田中 秀和	総括／投資促進	16	12.43	1.10
石田 宗俊	副総括／組織運営	20	16.30	0.20
小口 光	投資認可／投資円滑化（1）	6	1.47	4.15
David Robbete	投資認可／投資円滑化（2）	25	5.83	0.45
佐井 亮太	投資認可／投資円滑化（3）	19	14.00	2.35
山田 幸代	情報管理	14	11.70	0.50
渡辺 智也	投資認可／投資円滑化（4）	2	1.23	0.85
計		102	62.96	9.60

出典：プロジェクトチーム

¹ CPI, GAZEDA 及び IPEX の組織統合により実施機関は CPI より APIEX に変更された。（2018年5月のJCCにて承認）

(3) 機材供与

表 2 のとおり、プロジェクト実施に必要な機材を調達し、プロジェクト終了にあたり譲与した。

表 2：機材調達実績

機材	数量	譲与先
プロジェクター	1 台	APIEX
外付けハードディスク	1 台	APIEX

出典：プロジェクトチーム

(4) 本邦研修

2017 年 2 月、2018 年 2 月、2019 年 1 月の計 3 回に渡り実施し、APIEX(旧 CPI・GAZEDA) および投資促進関連機関の職員、計 15 名が参加した。参加者については、表 3 のとおり。

企業の投資判断を決定する要因、誘致企業に対するサポートの在り方、投資誘致活動の進め方に関する理解を深めることを目的に、対日投資促進に携わる公的機関や地方自治体での研修を実施した。加えて、民間セクターとの会合、製鉄所、石油化学コンビナート、環境保全機関、工業団地などへの訪問も実施した。(詳細は「活動」項目に記載)

表 3：本邦研修参加者一覧

期間	参加者氏名	所属
2017 年 2 月 13 日～ 2017 年 2 月 24 日	Chaibo Selemane	CPI
	Júlio António	CPI
	Carla Manguana	CPI
	Suzana Cossa	CPI
	Emílio Almoço	GAZEDA
2018 年 1 月 29 日～ 2018 年 2 月 10 日	Victória Daniel Paulo	APIEX
	José Joaquim Gonçalves Ferreira	APIEX
	Nelza M. David	APIEX
	Adelino Pedro Jose Dabata	APIEX
	Jeremias Daniel Siteo	APIEX
2020 年 1 月 20 日～ 2020 年 1 月 31 日	Gil da Conceição Bires	APIEX
	Miranda Amade Miguel	Zambeze Valley Development Agency (AdZ)
	Madina Alvaro Remane Ismael Filipe	Institute for the Promotion of Small and Medium-sized Enterprises (IPEME)
	Laurinda de Lurdes Paulino Simbine Macaringue	APIEX
	Sozinho Arnaldo Boane	APIEX

出典：プロジェクトチーム

(5) 第三国研修

2017年10月（ベトナム）、2019年2～3月（マレーシア）の計2回実施し、APIEXおよび商工省から計10名が参加した。参加者については、表4のとおり。投資促進政策および関連活動について、他国の事例を学び、モザンビークでも実施可能なグッドプラクティスを確認した。

表4：第三国研修参加者一覧

国	期間	参加者氏名	所属
ベトナム	2017年10月2日～ 2017年10月13日	Gil Bires	APIEX
		Dinis Lissave	APIEX
		Belarmina Capitine	APIEX
		Emílio Momade Ussene	APIEX
		Edso Filipe Nembo	商工省
マレーシア	2019年2月26日～ 2019年3月8日	Nicolau Sululo	商工省
		Braimo Assane	APIEX
		Octávio Francisco Zefanias	APIEX
		Sérgio Ernesto	APIEX
		Nelza Mbanze	APIEX

出典：プロジェクトチーム

1-2 モザンビーク側の投入

(1) カウンターパート配置

プロジェクト実施体制において、プロジェクトディレクターにはAPIEX 総裁、プロジェクトマネージャーにはAPIEX 副総裁が就いた。プロジェクト開始後間もなく、総裁、副総裁以外のカウンターパート（C/P）職員が9名任命された²。なお、プロジェクトディレクター、マネージャーを含む11名のC/Pのうち、事業完了時でも8名がAPIEXに所属している。

(2) 執務室の提供等

プロジェクト開始から2018年4月までの間、プロジェクトオフィスは旧CPIの2階に設けられ、プロジェクトチームが使用する机と椅子が提供された。2018年5月以降は、旧GAZEDA オフィス内の2階に作業スペースが確保され、プロジェクトチームは、オフィス内の会議室、書類・機材保管用のキャビネット、コピー機を使用することができた。

² Lucia Mendes（総裁室長）、Chaibo Selemane（総務部長）、Belarmina Capitine（ビジネス開発部長）、Emilio Ussene（プロジェクト管理部長）、Nuno Maposse（マーケティング部長）、Nirza O da Silva（法務アドバイザー）、Samuel Forquilha（法務アドバイザー）、Sattie Mwando（プロジェクト管理部職員）、Jose Joao（IT担当職員）の9名。いずれも当時。

(3) その他先方負担事項

上記のほか、インターネット接続、電気、水道などのプロジェクト運営費については、カウンターパートによる負担であった。

1-3 活動

1-3-1 共通事項に関する活動

(1) 合同調整委員会

合同調整委員会（JCC）会合は、プロジェクト期間中計 5 回開催された。初回 JCC 会合は、プロジェクト開始後間もなくの 2016 年 3 月 18 日に開催され、プロジェクトチームが旧 CPI を含む計 14 の PEPIC 関係機関に対しプロジェクト概要と活動計画を説明した。その後、JCC 会合は毎年開催され、プロジェクトチームよりプロジェクトの進捗や将来の活動予定にかかる報告がなされ、本邦研修や第三国視察の参加者による研修成果の報告もこれら会合の中で行われた。2018 年 5 月 11 日に開催された第 3 回 JCC では、R/D 変更に伴う協議議事録の署名が APIEX と JICA の間で交わされた。R/D オリジナルおよび変更後 R/D は添付 1 のとおり。

全 5 回の JCC 会合の概要を表 5 に取りまとめた。また、これら会合の議事録は添付 2 のとおり。

表 5：合同調整委員会の概要

名称	日程	主な議題	参加者
第 1 回	2016 年 3 月 18 日	<ul style="list-style-type: none"> プロジェクトチームによるプロジェクト概要の説明と専門家の紹介 CPI 職員による「モザンビークへの投資動向と PEPIC の進捗」にかかる発表 	CPI、PEPIC 関係機関（14 機関中 10 機関）、大使館、JICA（本部・事務所）
第 2 回	2017 年 3 月 29 日	<ul style="list-style-type: none"> プロジェクトチームによるプロジェクト第 1 年次の成果、第 2 年次の活動予定、次期 PEPIC 最終ドラフトの発表 参加者による第 1 回本邦研修の報告 CPI 総裁による新組織 APIEX の概要と設立準備の進捗にかかる説明 	CPI、PEPIC 関係機関（12 機関中 10 機関）、大使館、JICA（事務所）
第 3 回	2018 年 5 月 11 日	<ul style="list-style-type: none"> プロジェクトチームによるプロジェクト第 2 年次の成果、第 3 年次の活動予定の発表 参加者による第 2 回本邦研修の報告 R/D 改訂に伴う協議議事録の署名 	APIEX、PEPIC 関係機関（22 機関中 21 機関）、大使館、JICA（事務所）、JETRO
第 4 回	2019 年 5 月 24 日	<ul style="list-style-type: none"> プロジェクトチームによるプロジェクト第 3 年次の成果、最終年次の活動予定を発表 APIEX の PEPIC チームによる最新 PEPIC ドラフトの発表 	APIEX、PEPIC 関係機関（22 機関中 21 機関）、大使館、JICA（事務所）、JETRO

第5回	2020年2月14日	<ul style="list-style-type: none"> プロジェクトチームによるプロジェクトの成果、モザンビーク側への提言内容を発表 APIEXによるPEPIC最終ドラフトの発表 参加者による第3回本邦研修の報告 JICA事務所によるプロジェクトの持続性確保に向けたメッセージの発表 	APIEX、PEPIC関係機関（21機関中18機関）、大使館、JICA（事務所）、JETRO
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出典：プロジェクトチーム

(2) 海外研修

プロジェクト期間を通じて、計3回の本邦研修と2回の第三国視察を実施した。それら研修・視察の概要は次のとおり。

第1回本邦研修（2017年2月12日から2月25日）

第1回本邦研修は2017年2月に実施され、旧GAZEDA職員1名と旧CPI職員4名が参加した。対日投資誘致・対日投資案件へのサポートについて学ぶため、JETROやUNIDO東京で講義を受けたほか、海外企業誘致に力を入れる地方自治体から話を聞くために三重県庁を訪問した。また、企業訪問では、モザンビークへの既進出企業であるA-Oneとテテ州の炭鉱開発プロジェクトに関わる新日鐵住金を訪問し、モザンビークへの投資を決定した背景や、現状抱えるビジネス上の課題につき聞き取りを行った。外国投資がもたらす環境問題について学ぶため、川崎国際環境技術展への視察と国際環境技術移転センターでの講義を実施した。

第2回本邦研修（2018年1月29日から2月10日）

2018年1月から2月にかけて実施された第2回研修には、旧CPIより2名、旧GAZEDAより3名の計5名の職員が参加した。第1回目と同様、JETRO、UNIDO東京で講義を受け、さらに投資誘致に積極的な地方自治体として愛知県庁およびJETRO名古屋を訪問し、企業サポート、投資誘致活動のあり方などにつき学んだ。千葉大学の教授による講義を通して、外国企業の投資活動について理論的な理解を深め、モザンビークが魅力的な投資先になるうえで現状何が不足しているか、またAPIEXが今後どのような外国企業にアプローチし投資誘致を図るべきかについて議論を行った。さらに、企業の投資判断を決定する要因を学ぶため、住友商事、三菱商事、新日鐵住金を訪問した。また、実際の投資促進活動として、今後モザンビークへの投資の可能性がある古野電気を訪問し、必要な情報提供を行った。

第3回本邦研修

本邦研修最終回では、APIEX職員3名のほか、JCCおよびPEPICメンバー機関の中小企業振興機構（IPEME）とザンベジ溪谷開発庁（AdZ）から1名ずつを加えた計5名の参加で、2020年1月末の2週間で実施された。第1回目、2回目で参加者から好評を得た訪問先を纏める形でプログラムを構成した。大学教授やJICA専門員による座学で、FDIやIPAの役割を理論的に理解することから始まり、JETROやUNIDO、さらには地方自治体で実際の投資促進活動について学ぶことができた。最終バッチであることから、今回の学びを如

何に APIEX や関連機関に共有・定着させることができるか、その具体的な方法・プロセスについて研修員の間で継続して打合せが行われた。

第三国視察ベトナム（2017年10月1日から10月14日）

2017年10月、5名の参加者（旧 CPI より2名、旧 GAZEDA より2名、商工省より1名）がベトナムを訪問した。参加者は、ハノイ市およびホーチミン市において中央・地方レベルの投資促進機関を訪問し、投資促進のノウハウや認可手続きの簡素化の取り組みなどを学んだ。ベトナムは経済特区・工業団地を利用して発展した国としても知られていることから、その開発・運営のノウハウを学ぶためタンロン工業団地、サイゴン・ハイテック・パーク、フー・ミー工業団地を視察した。また、モザンビークではカーボ・デルガド州沖合いで天然ガス開発が動き出していることから、ベトナム中部クワンガイ省のビンソン石油精製所も視察先に含まれた。なお、ベトナムでの視察から得られた経験や知見については、2017年11月24日のAPIEX内での報告により他の職員に共有された。

第三国視察マレーシア（2019年2月27日から3月1日）

2019年2月、第2回目の第三国視察をマレーシアで実施した。主な訪問先は、首都クアラルンプールにおいて、投資開発庁（MIDA）、石油資源公社（MPRC）、東海岸経済地域開発委員会（ECERDC）、貿易開発公社（MATRADE）、民間企業 Method Machine Works、マレーシア商工会議所（NCCIM）であった。パハン州も訪問し、パハン州開発公社（PKNP）、MIDA パハン事務所、中国工業団地 MCKIP、クアンタン港湾、パハン州水産省事務所を訪問した。

MIDA では、組織概要に加えて各部署からのプレゼンを個別に設けたことで、投資促進機関（IPA）の各機能がどのように現場で実施されているかを詳細に学ぶことができ、一部は既に APIEX の業務に取り入れられている。地方での対内投資促進に関しても、ECERDC およびパハン州の各機関から多くを学び、モザンビークでの地方レベルの活動にとって、参考になる情報が得られた。加えて、工業団地開発については、特定のセクターに絞った企業誘致が効果的である、との結論に至った。

(3) 周辺国調査・国内地方調査

プロジェクトチームは、周辺国における投資促進・円滑化のグッドプラクティスやモザンビーク内の主要な投資対象地域における投資環境についても調査した。

周辺国調査

2017年5月、タンザニアおよびルワンダの2カ国で周辺国調査を実施した。同調査には、APIEX より職員2名も同行した。タンザニア投資センター（TIC）やルワンダ開発庁（RDB）などの投資促進機関を訪問し、主要テーマとなった投資円滑化（投資認可、ワンストップサービス、モニタリング、アフターケア）について、グッドプラクティスを学ぶことができた。特に、ルワンダでは投資認可を完了した企業に対して、個別の担当者をアサインし、投資モニタリングおよびアフターケアを継続的に実施していた点において参考になった。なお、周辺国調査で得た情報は、2017年6月21日のAPIEX内報告会で共有された。

国内地方調査（ナンブラ州、カーボ・デルガド州、テテ州）

2016年12月、プロジェクトチームは、ナンブラ州を訪問し、Matanuska バナナプランテーション、旧 GAZEDA ナカラ事務所、ナカラ港、ナカラ新港（Nacala a Velha 港）などを視察した。なお、ナカラ港は、ナカラ経済回廊のゲートウェイとして注目されており、テテ州とナカラ港を結ぶ鉄道インフラが整備されたことで、テテ州で採掘される石炭の一部が隣国マラウイを経由してナカラ港の石炭専用ターミナルまで輸送されている点などを詳しく調査した。

2017年6月には、天然ガスの開発で注目されるカーボ・デルガド州を訪問し、州政府、観光協会および INP から同州における投資動向、インフラ開発、天然ガス開発の現状について聞き取りを行った。また、LNG プラント建設のために必要な資機材の陸揚げを行うための専用埠頭がペンバ港から数キロ離れた場所に建設されることになっており、この LNG 関連ロジスティックス・ベース予定地も視察した。州都のペンバでは、カーボ・デルガド州でジェットロファからバイオ燃料を加工する事業を展開する日本企業とも面談を行った。

2018年5月、テテ州を訪問し、同州での投資動向を調査し、代表的な大型投資案件であるカホラバッサ水力発電所およびモアティゼ石炭鉱業所を視察した。AdZ を訪問し、テテ州を含むザンベジ溪谷地域4州の開発戦略や同地域の今後の投資ポテンシャルについて情報収集した。その他、APIEX 州支部、州商工局、同局の調整で州知事に表敬訪問、さらに、石炭鉱業会社 ICVL、テテ州商工会（CTA）およびテテ州工科大学（ISPT）を訪問した。

(4) 広報

プロジェクトチームはプロジェクト概要を紹介するためのパンフレットを作成し、関係機関に配布してきた。2017年8月、組織統合により APIEX が誕生した際は、プロジェクト紹介パンフレットを改定し、改訂版はその後の2017年モザンビーク国際見本市（FACIM）、TICAD 閣僚級フォローアップ会合サイドイベント（官民対話）、2017年日・モザンビーク・ビジネスフォーラム、2018年モザンビーク・南アフリカ・ビジネス・セミナー等の機会でも広く配布された。

JICA Mozambique News（2016年12月）では、第1回 JCC 会合と第7回 PEPiP 円卓会合の写真が掲載され、プロジェクトの紹介がなされた。さらに、JICA のプロジェクト紹介ホームページでは「プロジェクトニュース」の中で、2019年5月24日に開催された第4回 JCC の概要が紹介されている³。

(5) 報告書作成

本プロジェクトでは、プロジェクトモニタリングシート（PMS）を毎年2回（3月末と9月末）提出する方法で、過去6ヶ月の活動成果を中心に APIEX および JICA にプロジェクトの進捗を共有してきた。PMS 第1版は2016年3月に作成したワークプランに添付された。最新 PMS（Ver. 8）は添付3のとおり。

³ サイトのアドレスは <https://www.jica.go.jp/project/mozambique/010/index.html>。「プロジェクトニュース」以外に、「資料集」で Laws and Regulations related to FDI などプロジェクトが支援した投資促進資料がアップロードされている。

表 6：プロジェクトモニタリングシートの概要

シート名	提出時期	備考
Monitoring Sheet Ver. 1 (Project Design Matrix ver. 1)	2016年3月末	ワーク・プランの添付として作成
Monitoring Sheet Ver. 3	2017年3月末	2016年10月から2017年3月までの活動実績と次期活動計画を記載
Monitoring Sheet Ver. 4	2017年9月末	2017年4月から2017年9月までの活動実績と次期活動計画を記載
Monitoring Sheet Ver. 5	2018年3月末	2017年10月から2018年3月までの活動実績と次期活動計画を記載
Monitoring Sheet Ver. 6	2018年9月末	2018年4月から2018年9月までの活動実績と次期活動計画を記載
Monitoring Sheet Ver. 7	2019年2月末	2018年10月から2019年2月までの活動実績と次期活動計画を記載
Monitoring Sheet Ver. 8	2019年9月末	2019年3月から2019年9月までの活動実績と次期活動計画を記載

出典：プロジェクトチーム

(6) ベースライン調査・アクションプランの策定

プロジェクトチームは、2016年3月から同年8月にかけて、APIEX（旧 CPI）の組織運営やサービス提供の現状調査を行い、ベースライン調査報告書として課題と提言を取りまとめた。ベースライン調査では、①組織体制・組織運営、②投資促進（成果1）、③投資認可・円滑化（成果2）、④PEPIP強化（成果3）の4つのカテゴリにおいて分析作業が進められた。

また、ベースライン調査終了後、上記4つのカテゴリに沿って、APIEX（旧 CPI）のサービス改善につながる具体的な活動とそれらの実施のタイミング・期間をC/Pと協力して取りまとめ、2017年3月、アクションプランを完成させた。4つのカテゴリにおいて、課題（＝サブジェクト）毎の活動群（＝アクション）を整理した結果、計42のサブジェクトとそれらを構成する計135のアクションが抽出された。その後、2018年6月と2019年3月の2度、アクションプランの改訂を行い、最終的にサブジェクト数、アクション数はそれぞれ43サブジェクトと123アクションとなった。アクションプラン最終版（第3版）は添付4のとおり。カテゴリ毎の内訳は次のとおり。全サブジェクトのリストは表7のとおり。

- ① 組織体制・組織運営：15サブジェクト、37アクション
- ② 投資促進：7サブジェクト、23アクション
- ③ 投資認可・円滑化：17サブジェクト、51アクション
- ④ 投資促進戦略実施状況：4サブジェクト、12アクション

表 7: アクションプラン最終版のサブジェクト・リスト

Category	Subject Group	Subject (43)	Action (123)
	Organizational Structure	AP111 Set up Policy Planning Unit	3
		AP112 Set up Legal Unit	3
		AP113 Set up Monitoring Unit or assign full time staff to monitoring	4
	Management System	AP1211 Enhance the stability of internet and internal network	2
		AP1212 Improve data backup management	2
		AP1213 Utilize existing IT equipment effectively and enhance IT equipment	3
		AP1214 Utilize cloud service	2
		AP122 Consolidate Planning, Budgeting and Reporting System	4
	Human Resources Development	AP131 Develop APIEX Human Resources Development Plan	2
		AP132 Implement APIEX HRD Plan	2
		AP133 Accumulate Business Knowledge	3
		AP1341 Improve IT skill required for daily work	3
		AP1342 Utilize IT tools more effectively	2
		AP1343 Strengthen information security awareness	2
Investment Promotion (Output 1)	Promotion Activities	AP211 Develop and update APIEX investment promotion strategies	2
		AP212 Conduct Effective Operation of Promotion Events	3
		AP213 Follow up Promotion Events	2
	Promotion Tools (Publication)	AP221 Update existing promotion materials and produce new materials	5
		AP222 Set up library of promotion materials	3
	Promotion Tools (Website)	AP231 Improve the contents of website	4
		AP232 Use government domain	3
Investment Approval and Facilitation (Output 2)	Investment Approval	AP311 Modify existing excel form	3
		AP312 Archive TA and relevant documents in digital form	2
		AP313 Develop database system for investment project management linked with monitoring	4
		AP314 Merged to Subject No. 313	
		AP315 Produce SOP of investment approval	3
	Investment Facilitation	AP321 Identify necessary documents required for business licenses application	3
		AP322 Identify background and reasons of cases for long duration in licensing	2
		AP323 Improve info sharing between APIEX and ministries at the operation level	3
		AP324 Strengthen function of APIEX delegation to coordinate with local government	2
		AP325 Analysis of Foreigner Employment Quota	3
		AP326 Analysis of Foreign Exchange Control and Finance	3
	Monitoring	AP331 Complete lists of approved projects with contact information	2
		AP332 Strengthen the coordination with local government for monitor investment projects	6
		AP333 Design compulsory system to enforce investors to make regular reports	1
		AP334 Improve the management of collected monitoring information	4
	Aftercare	AP341 Identify investors in need for aftercare	3
		AP342 Contact investors and provide aftercare services within APIEX's scope	4
AP343 Elaborate issues induced from aftercare beyond APIEX capacity		2	
PEPIP (Output 3)	AP411 Organize and conduct PEPIP Roundtable Meetings	3	
	AP412 Assist APIEX in monitoring progress of PEPIP	3	
	AP413 Prepare framework for the next PEPIP (2018-2020)	3	
	AP414 Support and monitoring activities for next PEPIP	3	

出典：プロジェクトチーム

1-3-2 成果1の活動結果

成果1は、APIEXの投資促進サービスの強化を目指すもので、投資セミナー等の効果的な実施、並びに、投資促進関連資料やWebサイト等の投資促進ツールの整備・改善においてAPIEXの能力強化を支援した。

本プロジェクトでは、将来にわたってAPIEXがより効果的な投資促進イベントを開催できるように、個別のイベントの準備・運営にかかる標準プロセスを整理した「投資イベント開催にかかる標準手順書(SOP)」をAPIEXのマーケティング担当職員とともに作成した。なお、本プロジェクトで作成したSOPおよびマニュアルのリストは添付5のとおり。さらに、プロジェクトでは、個別のイベントでのAPIEXへの支援を通じてイベント開催にかかる能力強化を図った。2017年3月と2018年2月に東京で開催されたビジネスフォーラム⁴では、プレゼン資料にかかるアドバイスを提供するとともに、Laws and Regulations related to FDIなどの資料提供を行った。このほか、マップで開催されたトレードフェアなどのイベントにおいても配布資料にかかるアドバイスをを行うなど、APIEXのイベント開催にかかるコーチングを行った。

APIEXが投資家に対しより正確な情報を提供できることを目指し、投資促進資料の作成・改訂を支援した。これらの資料には、モザンビークの投資関連の法制度を解説した資料(Laws and Regulations of FDI in Mozambique)、投資申請・ビジネスライセンス取得にかかるプロセスや基礎情報を説明した資料(Investment Procedure Guide & Business Licensing Guide)、外国人雇用制度にかかる資料(Hiring of Foreign Nationals)、外国為替制度の紹介資料(Foreign Exchange Law and Regulation)、モザンビーク概観(Facts about Mozambique)などが含まれる。なお、Laws and Regulations related to FDIおよびFacts about Mozambiqueについては、データの更新などを含め、プロジェクト期間中にそれぞれ2度改訂を行った。本プロジェクトで作成した資料の一覧は添付6のとおり。

投資家への情報提供の手段として、Webサイトは重要なツールとなる。Webサイトについては、2016年11月にJICAチームの助言を反映した新しいCPIのWebサイトの公開が始まった⁵。その後、他ドナーの支援を受けて、2019年8月にAPIEXのWebサイトの公開が始まった。コンテンツにはJICAチームの助言が反映されている。

表8：成果1の活動の達成状況・進捗

サブジェクト名	状況	達成状況・進捗
[AP211] Develop and update investment promotion strategy	Completed	<ul style="list-style-type: none"> 2019年11月7日、APIEX内でマーケティング業務に関わる職員が集まり、APIEXの投資促進戦略2020-2022について議論した。 2020年1月、APIEX投資促進戦略の策定において参考となる文書を取りまとめた。
[AP212] Conduct Effective Operation of Promotion Events	Completed	<ul style="list-style-type: none"> APIEXのマーケティング業務に関わる職員とともに、「投資イベント開催にかかる標準手順書(SOP)」作成タスクフォースを立ち上げ、

⁴ 2017年3月23日に開催された日・モザンビーク・ビジネスフォーラム2017と2018年2月2日に開催されたモザンビーク・南アフリカ・ビジネス・セミナー

⁵ 当該サイトは組織改編後の2017年10月に閉鎖された。

		<p>2018年12月に同SOPのドラフト作成作業を開始。2019年7月、「投資イベント開催にかかるSOP」が完成した。</p> <ul style="list-style-type: none"> 2017年3月23日に開催された日・モザンビーク・ビジネスフォーラム2017や2018年2月2日に開催されたモザンビーク・南アフリカ・ビジネス・セミナー、2020年2月7日のヨハネスブルクで開催された投資セミナーなど、APIEXが関与した投資促進セミナーにおいて、プレゼン資料作成や資料（Laws and Regulations related to FDI等）提供の支援を行った。 2020年2月7日、ヨハネスブルクにおいて、在モ日本大使館、JETROと協力して投資セミナーを開催した。
[AP211] Follow up Promotion Events	Completed	<ul style="list-style-type: none"> 開催したイベントを評価し、将来のイベント運営の改善につなげるための参加者への質問票のひな型を本プロジェクトで作成し、上記投資イベント開催にかかるSOPのプロセスに質問票の実施を取り入れた。 セミナー参加者の情報管理にかかるアドバイスを行った。
[AP221] Update existing promotion materials and produce new materials	Completed	<ul style="list-style-type: none"> プロジェクト期間を通じて、APIEXが投資家に対する確かつ正確な情報を提供する能力を向上させるため、投資促進関連資料の作成・改訂支援を行った。これらの資料には、Laws and Regulations of FDI in Mozambique、Investment Procedure Guide & Business Licensing Guide、Hiring of Foreign Nationals、Foreign Exchange Law and Regulation、Facts about Mozambiqueが含まれる。
[AP222] Set up library of promotion materials and ensure easy access to materials	Completed	<ul style="list-style-type: none"> APIEXの新しいWebサイトに上記で紹介した資料をアップロードし、投資家がこれらの資料を閲覧できるようにした。 また、APIEXオフィスの1階において投資促進関連資料を並べるスチールラックが設置され、投資家への資料提供の環境が改善された。

[AP231] Improve the contents of website	Completed	<ul style="list-style-type: none"> • 2016年11月より JICA チームの助言を反映した新しい CPI の Web サイトの公開が始まった。(2017年10月で公開終了) • 2019年8月より他ドナーの支援を受けて APIEX の Web サイトの公開が始まった。コンテンツには JICA チームの助言が反映されている。
[AP232] Use government domain	Completed	<ul style="list-style-type: none"> • 2017年10月に JICA チームの助言を受けて、APIEX は政府ドメインを獲得した。2019年8月から公開が始まった APIEX の Web サイトは政府ドメインを使用している。

出典：プロジェクトチーム

(3) 成果 2 の活動結果

成果 2 における主な活動の一つが投資モニタリング業務の強化である。マプト州、イニャンバネ州、ナンプラ州をパイロット対象地域として定め、チーム提案の手法を試行した。主要な取組としては、郡政府経済活動局 (SDAE) との連携による、情報収集率の向上で、特にマプト州においてはよりその効果が顕著に表れた。プロジェクト開始時においては、25%であったデータ回収率は、2018年時点で70%に大幅改善し、より多くの認可案件の実態を把握するに至った。もう一つの主要取組として、収集データの均一化および適切な管理を目的に、投資モニタリング用の Excel データベースを導入した。上記 3 州以外においても、今後導入されることを期待し、投資モニタリング業務に係る SOP と、同データベースの情報入力マニュアルを作成した。プロジェクトチームより指導を受けた、APIEX 本部の担当者が、今後残りの州支部への展開を遂行する。

APIEX 本部 (旧 CPI のプロジェクト管理部) において、アフターケア実施の為の体制確立ということで、セクター毎に計 6 名の担当者を置き (Sector Focal Point)、規制やビジネス機会が異なるセクター毎に、アフターケアを実施する体制を構築した。実際の活動としては、投資モニタリング結果により特定された、認可後まだ未実施の状況にある投資案件について、セクター毎に企業にコンタクトを取り、要因の究明および APIEX にとり提供可能な支援メニューを検討した。また、各省庁のライセンス発給担当部署にも、APIEX 担当者を任命してもらうことができ、セクター毎に同一担当者間で定期的に会合が催され、情報交換や課題についての協議が行われている。

投資案件の情報管理については、既存の Excel フォームを改良して、2018年6月より新しいフォームの使用を開始した。投資案件関連文書の電子保存を 2018年3月より開始した。

表 9：成果 2 の活動の達成状況・進捗

サブジェクト名	状況	達成状況・進捗
[AP311] Modify existing excel form	Completed	<ul style="list-style-type: none"> • 2017年3月に投資案件ごとにユニークなコードを付けることを決めた。

		<ul style="list-style-type: none"> Excel フォームを改良して、2018 年 6 月より新しいフォームの使用を開始した。
[AP312] Archive TA and relevant documents in digital form	Completed	<ul style="list-style-type: none"> 2018 年 3 月より、投資案件の認可文書の電子媒体（PDF ファイル）での保存を開始した。
[AP313] Develop database system for investment project management linked with monitoring	Completed	<ul style="list-style-type: none"> 2019 年 12 月に Access を使ったデータベースシステム（プロトタイプ）が完成した。
[AP315] Produce SOP of investment approval	Completed	<ul style="list-style-type: none"> 投資認可業務についての SOP が、APIEX 担当部署による校閲のもと完成した。 ポルトガル語の文書で、本業務を担当するプロジェクト管理部において、業務の標準化が成された。
[AP321] Identify necessary documents required for business licenses application	Completed	<ul style="list-style-type: none"> ライセンス発給省庁への聞き取り調査を実施し、各種申請書類に関する情報を取りまとめた。 収集情報を基に、Mozambique Business Licensing Guide を作成し、APIEX ウェブサイトにアップロードされた。 同資料には、各種ライセンスの担当機関の連絡先情報も掲載している。 結果、投資家が各種ライセンスへの申請に必要な情報が容易に入手することが可能となった。
[AP322] Identify background and reasons of cases for long duration in licensing	Completed	<ul style="list-style-type: none"> 各省庁のライセンス発給担当部署への聞き取り調査を行い、申請プロセスに時間を要する原因を明らかにした。 対処法につき、APIEX 担当部署と協議を重ね、セクター毎に担当者を設置することを決定した。
[AP323] Improve information sharing between APIEX and ministries at the operational level	Completed	<ul style="list-style-type: none"> 各省庁と協議の結果、主要ライセンスを発給する計 4 省 5 部署にフォーカルポイントが設置された。 APIEX 担当部署（旧 CPI プロジェクト管理部）において、セクター毎に担当者を配置し、各省庁フォーカルポイントとの定期会合が開催されることとなった。

		<ul style="list-style-type: none"> 結果、個別のライセンス申請案件に対してファシリテーションを行うプラットフォームが構築された。
[AP324] Strengthen the function of APIEX delegation to coordinate with local government regarding DUAT	Completed	<ul style="list-style-type: none"> 土地環境農村開発省（MITADER）との協議を定期的実施し、土地使用权（DUAT）取得に関する課題の共有および対応の協議を行った。 APIEX 担当部署に MITADER 担当の職員を配置し、DUAT 申請に問題を抱える投資家へのファシリテーションが可能となった。
[AP325] Analysis of Foreigners' Employment Quota	Completed	<ul style="list-style-type: none"> Hiring of Foreigners in Mozambique – Regulatory Regime and Practices は JICA チームの報告書として 2018 年 6 月に APIEX へ提出した。 Hiring of Foreigners in Mozambique – Regulatory Regime and Practices -Investors' Reference は APIEX 発行の投資家向けの制度案内書として 2019 年 2 月に発行・公開された。
[AP326] Analysis of Foreign Exchange Control and Finance	Completed	<ul style="list-style-type: none"> Foreign Exchange Law and Regulation in Mozambique は APIEX 発行の投資家向けの制度案内書として 2020 年 1 月に完了、同年 2 月に公開した。
[AP331] Complete lists of approved projects with contact information	Completed	<ul style="list-style-type: none"> 投資認可申請のアプリケーションフォームを改定し、代理人でなく、投資活動を行う企業自身の連絡先が確保できるようになった。 過去 5 年に認可した案件のうち、連絡先に不備があるものについて、地方政府機関との連携を開始し、企業情報の共有体制を確立した。
[AP332] Strengthen the coordination with local government to monitor investment projects systematically and comprehensively	Completed	<ul style="list-style-type: none"> 全 11 州支部に対して、アンケート調査を実施し、投資モニタリング業務における課題の確認、および地方自治体との連携の実行可能性について把握した。 周辺国調査（ルワンダ、タンザニア）の結果、投資モニタリングにおける IPA と地方自治体との連携方法を学んだ。 マプト州含む全 3 州において、SDAE との連携を開始した。マプト州ではその結果、企業からの情報回収率が 25%（2016 年時点）から 70%（2018 年時点）に改善された。

		<ul style="list-style-type: none"> 対象3州で導入した手法をもとに、投資モニタリングの SOP を作成した。
[AP333] Design compulsory system to enforce investors to make regular reports	Not completed as compulsory system	<ul style="list-style-type: none"> APIEX への情報提供義務に、罰則規定を設けることについて第三国研修を通してマレーシアなど他国では事例があることを確認した。 現在の APIEX の制度環境では強制力のある報告制度の導入は難しい状態にある
[AP334] Improve the management of collected information	Completed	<ul style="list-style-type: none"> 投資モニタリング情報の管理用に Excel データベースを作成し、上記3州での導入が完了した。 対象3州以外の州でも今後、データベース導入が円滑にされるよう、データベースの運用マニュアルを作成した。 同データベースを、「アフリカの成長と投資のためのパートナーシップ (PIGA)」プロジェクト⁶チームに共有し、将来導入予定の投資家情報管理システム (CRM) をデザインする上での参考とさせた。
[AP341] Identify investors in need for aftercare	Completed	<ul style="list-style-type: none"> 投資モニタリング用の質問票を改定し、事業未実施の企業の特定および事業実施上の課題の把握が可能となった。 パイロット地域のマプト州において、改訂版のフォームを使用した投資モニタリングを実施し、未実施の認可案件を特定した (全 418 件中 54 件)。
[AP342] Contact investors and provide aftercare services within APIEX's scope	Completed	<ul style="list-style-type: none"> APIEX 本部の担当部署 (旧 CPI プロジェクト管理部) にセクター毎にフォーカルポイントを設置した (全 6 名)。 アフターケアに関するレクチャーを計 2 回行い、他国事例を交え、目的や業務フローについて説明することで、フォーカルポイントの理解度を向上させた。 上記の 54 件について、フォーカルポイントに担当セクター毎に分担し、追加の情報収集および課題の対応について検討させた。

⁶ PIGA (Partnership for Investment and Growth in Africa) プロジェクトは、DFID (Department for International Development) の資金協力のもと、ITC (International Trade Centre) が実施する、外国投資誘致と農業加工および軽工業セクターでの民間パートナーシップによる輸出促進・地域開発を目的としたプロジェクトである。対象国は、エチオピア、ケニア、モザンビーク、ザンビアの4国。

		<ul style="list-style-type: none"> 投資モニタリングの結果をもとに、個別にファシリテーションを実施する体制が確立された。
[AP343] Elaborate issues induced from aftercare beyond APIEX capacity	Completed	<ul style="list-style-type: none"> 既存投資家向けにセミナーを開催し、より頻度の高い課題について関係当局からのプレゼンを実施、更には個別に当局担当者からコンサルテーションを受けられる機会を設けた。

出典：プロジェクトチーム

(4) 成果3の活動結果

投資促進戦略（PEPIP）は当初 2014 年～2016 年の 3 年間の戦略として 2013 年 8 月の閣議決定を経て国家戦略の一つとして、CPI（当時）を含む 14 機関によって推進する戦略として開始した。本プロジェクトがスタートした 2016 年 3 月は PEPIP の 3 年目にあたったことから、プロジェクトの協力としては同戦略の進捗および達成状況のモニタリングを各メンバー機関を訪問して実施した。その結果から評価結果を取り纏めることからスタートした。同評価結果は 3 段階（計画中を含む 5 段階）の評価指標に照らして整理された。初期 PEPIP が終了後、次期 PEIP の策定が必要との CPI（当時）の要請を受けて、Next PEPIP（2017-2019）の枠組み準備し、2017 年 3 月の第二回 JCC の場で協議に付した。しかし、その後組織改編の動きもあり、Next PEPIP は正式化に至らなかった。

CPI から APIEX への組織改編後、2018 年 8 月に APIEX にて PEPIP の後継戦略として新たに投資貿易促進戦略（PEPIC（2020-2029））の一次ドラフトが作成され、JICA チームに対して作成協力の依頼があった。これを受けて 2018 年 12 月開催の RT 会合にて JICA 側としてのコメントを提示し、二次ドラフト策定への協力を開始、2019 年 5 月の JCC にて PEPIC 二次ドラフトを発表し、参加者による協議を行った。2019 年 11 月に開催された PEPIC RT 会合にてファイナル・ドラフトが協議された。プロジェクト期間中に開催した RT 会合の議事録は添付 7 のとおり。

その他の成果 3 関連活動としては、PEPIP（PEPIC）メンバー機関への訪問、情報収集、情報提供によるサポート活動を実施した。2018 年から 2019 年にかけて、AdZ 本部（Tete 州）、IFPELAC, AT, INP, ADF, IPEME などの機関を訪問している。

表 10：成果3の活動の達成状況・進捗

サブジェクト名	状況	達成状況・進捗
[AP411] Organize and conduct PEPIP Roundtable Meetings	Completed	<ul style="list-style-type: none"> 第 6 回 PEPIP Roundtable RT) 会合を 2016 年 11 月 23 日に開催した。⁷ 第 1 回 PEPIC RT 会合を 2018 年 12 月 6 日に開催した。 第 2 回 PEPIC RT 会合を 2019 年 11 月 22 日に開催した。

⁷ 第 1 回～第 5 回 PEPIP RT 会合は先行技術協力により開催。

[AP412] Assist CPI in monitoring of PEPiP	Completed	<ul style="list-style-type: none"> • 初期の PEPiP (2014-2016)の進捗モニタリングは 2016 年 3 月~10 月にその評価結果を取り纏め同年 11 月の RT 会合での協議を経て完了した。
[AP413] Prepare framework for the next PEPiP	Completed	<ul style="list-style-type: none"> • 初期 PEPiP の後継計画として PEPiP (2017-2019)の枠組みを作成、2017 年 3 月開催の JCC 会合にて報告した。 • APIEX では 2018 年 8 月に PEPiC (2020-2029)の一次ドラフトを作成、JICA チームでは 2018 年 12 月の RT 会合にてコメント提案。 • 2019 年 1 月~4 月にかけて二次ドラフト作成に協力、同年 5 月の JCC で協議を実施。 • PEPiC のファイナル・ドラフトの作成に協力し、2019 年 11 月の RT 会合で協議に付した。
[AP414] Support and monitoring activities for next PEPiP	Completed	<ul style="list-style-type: none"> • 2018 年 5 月に AdZ 本部 (テテ州) を訪問し、ザンベジ溪谷開発における民間投資の役割について意見交換を行った。 • 2018 年 10 月に AT (歳入庁) の要請により、他の国の投資に係る税制上のインセンティブについて調査結果を提供した。 • 2019 年 3-4 月に FDA, INP, IPEME を訪問し、PEPiC のドラフトについてのコメントを聴取した。

出典：プロジェクトチーム

(5) 組織管理の活動結果

2017 年 8 月、旧 CPI は旧 GAZEDA、旧 IPEX の 2 機関と組織統合され、新たに APIEX としてスタートした。ベースライン調査を踏まえ、プロジェクトチームは新組織 APIEX の組織構造に関する提言を取りまとめた。その結果、新組織 APIEX では法務業務および投資モニタリング業務に特化した部署が新たに設けられた。また、政策提言、戦略・計画の立案、外部環境の情報分析 (投資トレンドの分析) などの業務を担う部署が調査・協力・特別事業部 (Division of Studies, Cooperation and Special Projects) として設立された。

APIEX のサービス強化のためには人材育成も重要なポイントとなる。そこで、人材育成が計画的・体系的に実施されることを目指し、本プロジェクトでは APIEX 人材育成計画の策定をその支援活動の一つとして位置づけた。APIEX 設立から現在 (2019 年 11 月) に至るまで APIEX 職員の配置が定まっていないことから、本プロジェクト期間中、緻密な人材育成ニーズアセスメントを実施することはできなかった。しかし、計画の立案方法や計画の枠組みを示すことで、将来 APIEX が自律的に計画策定・実施を進めることができるよう、

本プロジェクトにおいて、簡易なニーズアセスメントを行い⁸、これに基づいて、人材育成計画（APIEX HRD Plan 2020-2022）のドラフトを作成した。同計画には APIEX が主体的に実施する職員の能力開発活動や資格取得支援のほかに、ドナーの支援を想定したキャパシティ・ディベロップメントが含まれている。

APIEX の組織管理能力の向上のため、計画・予算・報告書作成にかかる執務マニュアルの作成も支援した。同マニュアルでは、APIEX 内の作業手順、作業カレンダー、各部署が使用するテンプレートを整理している。なお、この執務マニュアルは 2018 年 2 月に第 1 ドラフトが完成し、経済財務省（MEF）計画予算国家総局にもその内容の確認を依頼し⁹、同局のコメントを踏まえ 2018 年 6 月に最終化された。

本プロジェクトでは、本邦研修などの海外研修を通じて、APIEX 職員の実際のスキル向上、能力開発も支援した。これら海外研修の参加者は、他国の投資促進機関の効果的な投資誘致活動や工業団地の開発・運営管理、資源産業の開発のあり方、企業の投資判断の要因などのテーマにおいて知見を広げ、グッドプラクティスを学ぶことができた。

この他、本プロジェクトでは、外部研修機関を使った IT 研修として、2016 年 11 月に Excel 研修、2017 年 9 月に PowerPoint 研修、2019 年 9 月に Access 研修を実施した。ほかに、内部リソースを使った研修も複数回実施した。IT 研修報告書は添付 8 のとおり。

表 11：組織管理の活動の達成状況・進捗

サブジェクト名	状況	達成状況・進捗
[AP111] Set up Policy Planning Unit	Completed	<ul style="list-style-type: none"> プロジェクトチームが提案した企画室については、組織再編後の APIEX 内に調査・協力・特別事業部（Division of Studies, Cooperation and Special Projects）が設置され、同部署が政策提言、戦略・計画の立案、外部環境の情報分析（投資トレンドの分析）などの業務を担うことになった。
[AP112] Set up Legal Unit	Completed	<ul style="list-style-type: none"> プロジェクトチームの提案とおり、APIEX 内に法務業務に特化した部署が設けられた。
[AP113] Set up Monitoring Unit or assign full-time staff to monitoring	Completed	<ul style="list-style-type: none"> プロジェクトチームの提案とおり、APIEX 内に投資モニタリング業務に特化した部署が設けられた。
[AP1211] Enhance the stability of internet and internal network	Completed	<ul style="list-style-type: none"> 組織統合後に、GAZEDA の IT インフラを調査。 ネットワーク使用ルール（ドラフト）を作成

⁸ 2019 年 3 月 2 日、APIEX の回状（Circular No. 1/2019）が発出され、各部署の責任者がコーディネータとして任命された。これら暫定的に任命された各部署の責任者に対しインタビューを実施し、職員の能力開発ニーズを確認した。

⁹ 経済財務省計画・予算国家総局は、政府機関が策定する開発計画や予算に関し監督・指導する立場にある。2018 年 4 月 18 日付の計画予算国家総局発 APIEX 総裁宛の返信書簡では、マニュアルのドラフトに対するコメントのほか、執務マニュアルを作成し、質の高い計画と予算を作成する取り組みについて賛辞が述べられていた。

[AP1212] Improve data backup management	Completed	<ul style="list-style-type: none"> データバックアップにかかる助言を文書として作成
[AP1213] Utilize existing IT equipment effectively and enhance IT equipment	Completed	<ul style="list-style-type: none"> JICA チームの助言を受けて、2018年2月より既存のプリンター/スキャナーの有効活用が始まった。
[AP1214] Utilize cloud service	Completed	<ul style="list-style-type: none"> JICA チームの助言を受けて、2016年11月より Web サイトのホスティングサービスの利用を開始。 JICA チームの助言を受けて、2019年11月よりデータバックアップのクラウド利用を開始。
[AP122] Consolidate Planning, Budgeting and Reporting System	Completed	<ul style="list-style-type: none"> 2018年2月、計画・予算・報告書作成にかかる執務マニュアルの第1ドラフトを作成。 経済財務省計画予算国家総局による内容の確認とコメントの取り付けを踏まえ、2018年6月にマニュアルを最終化した。 2019年4月16日～17日、APIEX 内で上記マニュアルを活用した組織内研修が実施され、2020年度の年次計画案と予算案作成がスムーズに進められた。
[AP131] Develop APIEX Human Resources Development Plan	Completed	<ul style="list-style-type: none"> 2019年11月、APIEX 人材育成計画策定のための簡易なニーズアセスメントを実施した。 2020年1月、APIEX 人材育成計画（APIEX HRD Plan 2020-2022）のドラフトが完成した。 計画立案の方法論と計画の枠組みを示すことで、APIEX が将来自律的に人材育成計画をアップデートし、計画に基づいて人材育成に取り組むことができるよう支援した。
[AP132] Implement APIEX HRD Plan	Completed	<ul style="list-style-type: none"> APIEX HRD Plan 2020-2022 には本プロジェクトで実施する第3回本邦研修が含まれ、2020年1月、同研修が実施され、参加者は投資促進のテクニックなどを学んだ。 2020年1月、IT 研修の一部である Access 復習トレーニングが実施された。
[AP133] Accumulate Business Knowledge	Completed	<ul style="list-style-type: none"> 本プロジェクトの3回の本邦研修（2017年2月、2018年2月、2020年1月）、2回の第三国視察（2017年10月、2019年2月）、1回の周辺国調査（2017年5月）に APIEX 職員が参加し、他国の投資促進機関（IPA）のグッドプラクティスを学んだ。

		<ul style="list-style-type: none"> また、企業訪問を通じて、企業の投資判断やモザンビークの投資先としての課題などについても知見を深めた。
[AP1341] Improve IT skill required for dairy work	Completed	<ul style="list-style-type: none"> 2016年11月に、外部研修機関を使った Excel トレーニングを実施。 2017年9月に、外部研修機関を使った PowerPoint トレーニングを実施。 2019年9月に、外部研修機関を使った Access トレーニングを実施。 2018年2月、5月に内部リソースで Excel 復習トレーニングを実施。 2020年1月に内部リソースで Access 復習トレーニングを実施。
[AP1342] Utilize IT tools more effectively	Completed	<ul style="list-style-type: none"> IT ツール (Excel、Access 等) の有効利用のためのトレーニングを内部リソースで実施
[AP1343] Strengthen information security awareness	Completed	<ul style="list-style-type: none"> 2017年9月に内部リソースで情報セキュリティセミナーを実施 2019年11月に内部リソースでデータバックアップトレーニングを実施
[AP1344] Enhance the capacity of IT section	Completed	<ul style="list-style-type: none"> IT スタッフのための研修計画を策定

出典：プロジェクトチーム

2. プロジェクトの達成度

2-1 成果と指標

成果1（投資促進）については、投資促進関連資料の作成・改訂、投資促進イベントの開催、マニュアル（投資イベント開催にかかる SOP）の作成の全ての活動が予定通り実施された。2019年12月から2020年1月にかけて実施された投資家満足度調査では、投資イベント開催について、APIEX のイベントに参加実績があるのは回答者全体の9%のみであったが、そのすべての回答者が「効果的であった」と回答した。また、投資促進関連資料については、プロジェクトで作成もしくは更新された投資促進関連資料（Laws and Regulations related to FDI など）について、70%の回答者が「効果的である」、残り30%が「非常に効果的である」と回答した。なお、プロジェクト開始後、ジャパン・デスクが設置され、投資促進関連資料が整備されるなど、APIEX の投資促進の能力は強化されている。

成果2（投資円滑化）については、APIEX の投資認可に係る業務に関して、「問題はなかった」と回答した企業は、2018年調査時で全体の93%、2019年時点でも74%となり、プロジェクト期間を通して高いレベルで維持された。他方、APIEX による認可企業への投資円滑化サービスについては、約66%が、「改善が必要」と回答した。モザンビークの投資関連手続きには依然多くの障害があり、投資促進機関である APIEX による支援が引き続き重要となっている。

成果3（PEPIPの実施支援）の関連では、2018年8月にAPIEXによりドラフトの作成が開始されたPEPIC（投資・輸出促進戦略、2020-2029）が初期PEPIP（2014-2016）の後継戦略として位置づけられている。JICAプロジェクトチームではPEPICの第二ドラフトおよび最終ドラフト作成に向けて協力を実施し、2019年11月22日のRT会合での協議を経て2020年2月に最終化が行われた。PEPICはPEPIP同様、閣議決定を経て正式化されることから、2020年中に正式に採択される見通しである。

表 12：成果の達成状況

成果	指標	達成状況
成果1：APIEXの投資促進活動が改善する。	(1) 投資促進ツールの作成・更新、資料に対する投資家の満足度	<ul style="list-style-type: none"> 達成。 プロジェクトで作成もしくは更新した後述の投資促進関連資料について、回答者の70%が「効果的である」、30%が「非常に効果的である」と回答した。 Laws and Regulations related to FDI（初版2016年12月、第2版2017年8月、第3版2019年8月）およびFacts about Mozambique（第2版2017年8月、第3版2019年7月）はそれぞれ2度改訂した。 その他、Investment Procedure Guide/Business Licensing Guide等の資料作成を支援した。
	(2) 投資促進イベントの開催回数、イベントに対する投資家の満足度	<ul style="list-style-type: none"> 一部達成。 投資促進イベントの開催回数については、国内と海外合わせて年間20回の開催を目指していたことから目標は概ね達成されている。投資家の満足度としては、APIEXのイベントに参加実績があるのは回答者全体の9%のみであったが、そのすべての回答者が「効果的であった」と回答した。 2019年、APIEXは第3回Africa Investment Promotion Forum（3月ロンドンおよびパリで開催）やChina-Africa Economic and Trade Expo（2019年6月）、TICAD7（2019年8月）など計21のイベントに参加した。 2018年、APIEXは、国内で開催された13の投資促進イベント、海外で開催された7の投資促進イベントに参加した。これらの中には、マプトで開催されたモザンビーク・ポルトガルビジネスフォーラム（2018年7月）、モザンビーク・マレーシアビジネスフォーラム（2018年10月）や東京で開催され

		<p>たモザンビーク・南アフリカ ビジネス・セミナー（2018年2月）などのイベントが含まれる。</p> <ul style="list-style-type: none"> 2017年は、国内11、海外8の投資促進イベントに関わった。
	(3) 投資促進活動のマニュアル	<ul style="list-style-type: none"> 達成。 APIEXのマーケティング担当職員とともに、投資イベント開催にかかるSOPをドラフトし、2019年6月最終版が完成した。
成果2：投資認可、ライセンス取得支援、投資モニタリングに関する業務が効果的かつ円滑に行われるようになる。	(1) ビジネスライセンス発給の担当者リスト	<ul style="list-style-type: none"> 達成。 <p>Mozambique Business Licensing Guideを作成し、APIEXウェブサイトへのアップロードが完了した。同資料には、各機関のライセンス担当部署の連絡先が掲載されている。担当者の情報については、各省のAPIEXフォーカルポイントが設置されつつある。</p>
	(2) ビジネスライセンスのリストと主管官庁	
	(3) 内閣に提出された投資実績にかかるレポートの数	<ul style="list-style-type: none"> 一部達成。 年間1回から2回のレポート提出が想定されていたが、2017年以降提出されていない。 2015年中3回提出、2016年7月1回提出 但し、投資モニタリング業務は継続して実施されており、投資実行額などの関連情報はAPIEX内部で管理されている。
	(4) 投資認可、ライセンス取得支援、モニタリングにかかるマニュアル・SOP	<ul style="list-style-type: none"> 達成。 投資認可：係る業務に関してSOPが完備された。 ビジネスライセンス取得支援：Business Licensing Guideが発行された。 投資モニタリング：SOPが完備された。
成果3：APIEXによる調整を通じ投資促進戦略（PEPIP）の実施が推進される。	(1) PEPIPに記載されるアクションの実施進捗	<ul style="list-style-type: none"> 達成。 <p>PEPIP(2014-2016)は下記の5つの柱、19の実施テーマから構成され、実施後の評価を3段階（G:実施、LG:部分実施、R:未実施）で評価を行った。全体では、G:7テーマ、LG:7テーマ、R:5テーマという評価となった。</p> <p>Pillar1（ビジネス環境改善）：3テーマ（1G, 2R） Pillar 2（組織能力の強化）：3（1G, 1LG, 1R） Pillar 3（投資機会の多様化）：2（2G） Pillar 4（投資促進市場拡大）：2（1G, 1R） Pillar 5（国内ビジネス振興）：9（2G, 6LG, 1R）</p>

	(2) PEPIP 推進のためのアドバイス	<ul style="list-style-type: none"> • 達成。 • 2016年11月23日に第6回RT会合開催 • 2016年3月～10月の間、各PEPIPメンバー機関を個別に訪問 • 次期PEPIP(2017-2019)の枠組みを作成し、2017年3月のJCC会合で協議 • PEPIC(2020-2029)一次ドラフトに対するコメントを2018年12月6日のRT会合で提示 • 2019年3月～4月にかけてPEPIC二次ドラフト策定作業に協力、5月24日のJCCにて協議 • PEPICの最終ドラフトに向け協力を継続、2019年11月22日開催のRT会合にて最終ドラフトについての協議を実施。
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出典：プロジェクトチーム

2-2 プロジェクト目標と指標

プロジェクト目標である「APIEXの投資促進・円滑化の能力が強化される」は概ね達成されている。2つの指標の達成状況は次のとおり。

表 13：プロジェクト目標の達成状況

プロジェクト目標	指標	達成状況
APIEX APIEXの投資促進・円滑化のための能力が強化される。	(1) APIEXが提供する投資促進・円滑化サービスに対する投資家の満足度	<ul style="list-style-type: none"> • 概ね達成。 • 投資促進：50%が、APIEXは投資促進活動に「満足している」と回答（2018年7月時点）。 • 投資認可：74%が「問題はなかった」と回答。「問題あり」と回答した企業のコメントとして、「APIEX職員のEメールへの返答が遅い」等が見られたが、2018年頃から断続的にオフィスのインターネット接続に問題が発生したことが原因と推察される。 • 投資円滑化：39%が、「問題はなかった」と回答。「改善が必要」と回答した企業からは、「定期的なセミナー開催など、認可企業の状況把握が必要」、または「関連機関との連携強化」などが理由として挙げられた。
	(2) 投資認可・各種ライセンス取得までの所要日数	<ul style="list-style-type: none"> • 達成。 • Investment approval: 2019年に認可された案件では、取得日数の平均が13日。プロジェ

		<p>クト開始前の 2015 年での 25 日と比較し、改善されている。</p> <ul style="list-style-type: none"> • Business license: ライセンス申請の多くは、各省庁の地方支部で受け付け、処理されるため、取得日数について正確なデータが入手できない。投資家からの聞き取りでは、39%が1週間から1か月以内で取得したと回答する一方、その他30%の企業は1か月以上を要している（残りは記憶がない、もしくはライセンスの取得はしていない）。
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出典：プロジェクトチーム

3. PDM 改訂の変遷

3-1 PDM 暫定版 (Ver. 0) から第 1 版 (Ver. 1) への改訂

2018 年 5 月 11 日、組織再編による実施機関名の変更を反映させるため、変更ミニッツにより、プロジェクトデザインマトリックス (PDM) および実施計画 (PO) が改訂された。改訂された PDM および PO は第 3 回 JCC で承認された。なお、PDM 暫定版および PDM 第 1 版は添付 9 のとおり。

表 14：PDM の改訂とその理由

項目	PDM 暫定版	PDM 第 1 版	変更理由
実施機関名	CPI	APIEX	組織再編により CPI から APIEX に名称が変更された。
成果 3 の活動	<p>3-1 Relevant knowledge concerning PEPiP implementation is acquired.</p> <p>3-2 Appropriate measures are taken for advancing PEPiP implementation making use of the knowledge acquired.</p>	<p>3-1 変更なし</p> <p>3-2 変更なし 以下、追加。</p> <p>3-3 Appropriate support and monitoring activities, in line with investment promotion strategy for PEPiP member institutions are identified.</p> <p>3-4 The activity 3-3 are taken in cooperation with those institutions.</p>	<p>初期 PEPiP(2014-2016)の完了後、次期 PEPiP(2017-2019)を準備したが、閣議承認に至らない状況が続いたため、正式化を待たずに実施できる PEPiP 機関への協力活動を追加した。</p>

出典：プロジェクトチーム

4. その他

4-1 環境社会配慮の実績

本プロジェクトでは、JICA 環境社会配慮ガイドラインのカテゴリー分類において、カテゴリーC（環境や社会への望ましくない影響が、最小限、またはほとんどないと考えられる）に位置付けられるため、記述を省略する。

4-2 ジェンダー・平和構築・貧困削減に対する配慮の実績

本プロジェクトの中で実施された海外研修や国内研修（IT 研修等）に女性と男性職員が同等に参加できるよう配慮した。

III. 合同レビューの結果

1. DAC 評価項目によるレビュー結果

妥当性（Relevance）、有効性（Effectiveness）、効率性（Efficiency）、インパクト（Impact）、持続性（Sustainability）の検証を APIEX 職員とともに行った。レーティングは、「高い」、「比較的高い」、「中程度」、「比較的低い」、「低い」の5段階とした。

(1) 妥当性：高い

プロジェクトは協力対象国の開発政策、日本の援助方針と合致している。また、Iの4.のプロジェクトの背景でも紹介したとおり、国内外の投資の増進を図るためには APIEX のサービス向上が欠かせないことから、妥当性は高いと評価する。妥当性にかかる検証結果は次のとおり。

表 15：妥当性の検証結果

項目	検証結果
必要性	<ul style="list-style-type: none"> 国家開発計画である「政府五ヵ年計画」（2015年～2019年）において、国内外の直接投資増大を政策目標として掲げており、モザンビークの開発政策と合致している。
優先度	<ul style="list-style-type: none"> 我が国の対モザンビーク別援助方針は、3つの重点分野が定めており、本プロジェクトはそれらの中の「回廊開発を含む地域経済活性化」の実現に資するものとして位置づけられている。
手段としての妥当性	<ul style="list-style-type: none"> 2013年5月に日・モザンビーク投資協定が締結され、官民合同対話が開催されるなど、ビジネス関係が緊密化していたこと、2010年代前半は投資が増加傾向にあり、モザンビークにおける本プロジェクトの実施は妥当であった。 APIEX はモザンビークにおける中心的な投資促進機関であり、国家投資促進戦略（PEPIP）の推進においても事務局機能を担っていることから、C/P 機関の選定も適切であったといえる。

出典：合同評価チーム

(2) 有効性：比較的高い

プロジェクト目標である「APIEX の投資促進・円滑化の能力が強化される」は概ね達成されたことから、有効性は比較的高い。有効性の検証結果は次のとおり。

表 16：有効性の検証結果

項目	検証結果
プロジェクト目標の達成度	<ul style="list-style-type: none"> プロジェクト目標（「APIEX の投資促進・円滑化の能力が強化される」）は概ね達成されている。 投資家に正確な情報を提供するための投資促進資料の作成・更新、Web サイトの開発支援、投資促進イベントの標準業務手順書の作成などを通じて APIEX の投資促進の能力が強化された。 IT システムの開発・改善支援を通じて投資認可業務が効率化され、また地方政府との連携により、APIEX 投資モニタリング機能が強化された。
因果関係	<ul style="list-style-type: none"> APIEX の投資促進関連資料の作成やイベント開催、投資モニタリングにかかる能力の強化は APIEX の投資促進・円滑化サービスの向上につながっている。 PEPIP の推進においては関連する参加機関が当初の 11 機関から 20 機関に拡大するなど、次期戦略への強化が図られており、PEPIP 推進のためには、APIEX の能力強化が極めて重要である。

出典：合同評価チーム

(3) 効率性：中程度

プロジェクトの 3 つ成果はほぼ達成されているが、APIEX の組織改編による組織体制および人員配置の未整備のため、技術移転活動が停滞した時期があったことから、効率性の評価は中程度とする。効率性の検証結果は次のとおり。

表 17：効率性の検証結果

項目	検証結果
成果の達成度	<ul style="list-style-type: none"> 3 つのアウトプットはそれぞれ概ね達成される見込みで、これらのアウトプットの達成度はコスト（投入）に見合っていた。
因果関係	<ul style="list-style-type: none"> 詳細のプロジェクト活動は、プロジェクト開始後に実施したベースライン調査で明らかになった課題を踏まえ、アクションプランとしてまとめられた。アクションプランで提案した活動はプロジェクトの成果を効率的に達成するために十分であった。 組織再編および次期 PEPIP の正式化の遅れなどの環境の変化に応じて 2018 年 5 月に PDM およびプロジェクト活動を一部変更したことで各成果達成の効率性を確保した。
投入の実施状況	<ul style="list-style-type: none"> 投入の規模（専門家 6 名）や質は適切であった。本格的な海外研修の実施、Laws and Regulations related to FDI などの資料作成、IT システムの整備が図られ、2012 年から実施された個別専門家派遣に比べ、

	より幅広く、掘り下げた支援が可能となった。
費用対効果	<ul style="list-style-type: none"> 2018年から2019年前半にかけて、APIEXの組織改編による組織体制および人員配置の未整備のため、技術移転活動が停滞した時期があったため、MMの投入が計画より低くなったが、協力期間の経過とともに、プロジェクトチームとC/Pのコミュニケーションの円滑化が図られ、C/Pの意思決定がより迅速になったこと、またC/Pのプロジェクトに対するコミットメントを上手く引き出したことから、成果への影響は限定的であった。 カウンターパートの組織体制の未整備の中で一時的にプロジェクト活動が停滞し、MMの投入減に繋がった時期もあったが、その後、活動の遅延を取り戻すべく効率的な作業への取組（例：現地コンサルタントの活用による現地作業の効率化、国内作業による現地活動の補填など）を実施した。これにより結果的に計画より少ないMMの投入で成果を達成することができた。

出典：合同評価チーム

(4) インパクト：比較的高い

2016年以降、国内外の投資が減少し経済の低迷が続いたが、2019年後半には回復の兆しが見え始め2020年以降の経済成長が予測されていることから、上位目標の達成は可能と見込まれる。しかしながら、本プロジェクトの実施を通じて、商工省（MIC）との関係性が強化され、APIEXが所掌する輸出促進などのテーマについても能力開発が図られるなどの波及効果は現時点でも明確なことから、インパクトは比較的高いと評価する。

表 18：インパクトの検証結果

項目	検証結果
上位目標達成の見込み	<ul style="list-style-type: none"> 2016年以降、国内外の投資が減少し、低迷が続いていたが、2019年には投資金額が30億ドル台に回復しており、プロジェクト終了後3年の2023年には50億ドル前後に回復する可能性が見えてきており、上位目標の達成は可能と見込まれる。 上述の投資低迷の要因としては、2016年以降の世界的な資源価格の低下や2016年に発覚した非開示債務問題による国際通貨基金（IMF）およびドナーによる資金援助の停止によるに起因する経済の低迷が挙げられる。 しかし、2018年の北部の天然ガス開発への投資決定に伴う経済活動の活発化およびIMFの融資再開の見通しとこれと連動したドナーの資金援助再開により、2023年には状況は回復すると見られる。
波及効果	<ul style="list-style-type: none"> 本邦研修、第三国視察を通じて他国のIPAのグッドプラクティスを学んだ上、これらのプログラムに参加した職員のモチベーションが向上した。 上記の海外研修には、MICの幹部職員も参加することとなり、APIEXとその監督官庁となったMICの関係性が強まった。

	<ul style="list-style-type: none"> • 日本からの投資家へのサービスをよりきめ細かく対応するため、ジャパン・デスクが設置された。 • 旧 CPI を C/P に投資促進に焦点を当て始まったプロジェクトであるが、APIEX に組織再編され、第三国視察などの機会を通じて、輸出促進についても能力強化が図られた。 • 本プロジェクトの介入による負のインパクトは見当たらない。
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出典：合同評価チーム

(5) 持続性：比較的高い

APIEX の人員体制が未整備であることを受け、本プロジェクトでは SOP や業務マニュアルなど文書の整備に注力し、組織的な知見の蓄積を重視したことで、プロジェクトの成果が持続的に維持される可能性が高まった。持続性の評価は比較的高いとする。以下、持続性の検証結果。

表 19：持続性の検証結果

項目	検証結果
政策面	<ul style="list-style-type: none"> • 新政権における経済政策に大きな変わりはなく、投資の誘致は引き続き重点政策の一つである。今後の天然ガス開発など資源投資が活発化する見通しもあることから、政策面からみてプロジェクト効果の持続性への負の影響は見当たらない。
財政面	<ul style="list-style-type: none"> • APIEX の財源は国家予算に加え、投資認可に伴う手数料収入によっても支弁されているが、昨今の投資認可金額の低迷のため、独自収入も限定的と見られる。今後の投資増による財政の健全化が望まれる。 • 効果的なサービスの提供には、IT 研修など職員の継続的な能力強化が欠かせないが、今後の APIEX の体制整備に伴い、人材育成のための財政的措置が鍵となる。
制度・組織面	<ul style="list-style-type: none"> • 組織改編の結果、APIEX は MIC 傘下の機関として再編成された。従前と比べ、旧 GAZEDA の経済特区が所管に加わり、投資促進に加え輸出促進も担う機関として拡充され、組織の持続性は高まったと評価できる。 • 今後も APIEX による自律的な投資促進・円滑化の能力強化は進められるよう人材育成計画策定への協力を実施した。 • 組織改編の結果、APIEX は 60 名体制で始動することが想定されているが、州支部を含む体制が実質的に機能するための規模として将来は 100 名体制を目指している。 • 認可案件（企業）に対するサービスについて、APIEX の人員体制確立と SOP や業務マニュアルの完備、更には担当職員の能力も強化されたことで、プロジェクト終了後も現在と同様のサービスが提供される。また、APIEX 本部のみならず、主要地域においては州支部職員の能力強化も達成された。
技術面	<ul style="list-style-type: none"> • 本プロジェクトでの技術協力活動はカウンターパート職員への技術移

	<p>転に加え、C/P 職員の異動・退職に伴う持続性の欠如を補うため、SOP や業務マニュアルなど文書の整備に注力した。これにより、組織的持続性 (Institutional memory) の強化を図った。</p> <ul style="list-style-type: none"> 本プロジェクトを通じて整備されたツールは、APIEX の正式文書として開発され、その活用に係る能力開発を進めたため、今後将来にわたり APIEX によって十分に活用される可能性が高い。
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出典：合同評価チーム

2. プロジェクトの実施と成果に影響を及ぼした主要因

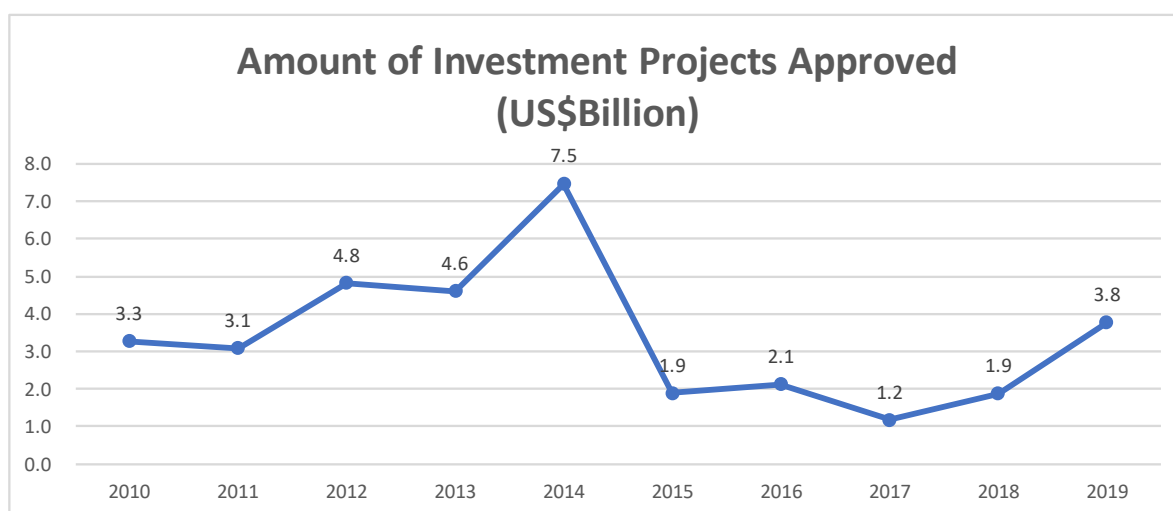
プロジェクト運営上のリスクとして、プロジェクト開始後の経済と投資の低迷や組織再編による新組織 APIEX の体制・人員配置の未整備が挙げられる。

表 20：プロジェクトの実施と成果に影響を及ぼした要因とその対処法

テーマ	課題・リスク	対処法
投資低迷	投資認可実績は 2010 年の 30 億ドルレベルから 2014 年には 70 億ドル台に達したが、2015 年以降 20 億ドル前後で低迷している。但し、2019 年には 30 億ドル台に戻り、若干の回復が見られる。(枠下投資トレンドの推移参照)	<p>投資低迷の要因は世界的経済の影響、とりわけ資源需要の減退、モザンビーク国内の干ばつなどの影響による国内経済の不振、さらに 2016 年に発覚した隠れ債務問題から IMF および欧州ドナーの資金援助の停止などいずれも外的要因によるものである。</p> <p>プロジェクトとしては、常時マクロ経済の動向および IMF はじめ国際機関の動向、更に鍵となる資源関連投資の動向に関する情報収集を行うとともに、将来的な投資の回復を前提に、業務の効率化、高度化など組織体制の強化に注力した。</p>
組織再編	職員配置が進まず、人材育成計画の策定支援をプロジェクト終了間際まで見送った。	職員配置が未整備であったことから、プロジェクト期間中に厳格な意味でのニーズアセスメントは実施できなかったが、将来 APIEX が主体的に人材育成計画を策定・実施できるよう、プロジェクト内で計画立案の方法と計画の構成を示すこととした。
	組織再編に伴い、オフィス、IT 機器 (サーバ等) の移動を行ったため、オフィスの IT 環境が悪化した。	IT インフラへの影響を考慮せずに移動・移転が行われた。今後は物理的な人員配置・IT インフラ環境に左右されないように、クラウドの利用を推奨した。
	職員削減により、IT スタッフの数が減少した。	クラウドの利用も含めて、専門知識がなくてもシステム運用できる方法を提案し、必要に応じてトレーニングを実施した。

Web サイトがない状態が長期間続いた。	旧 CPI の Web サイトの一時的復活など、予算・人員が足りなくてもサイト運営できる方法を模索し提案した。
プロジェクト管理・ファシリテーション部署の人員が確定しないことから一部の活動について実施を見送った。	人員存続の可能性が比較的高いと見られ、認可後の投資実施活動に近い州支部での活動（投資モニタリングの強化）に注力した。

出典：プロジェクトチーム



注) 2017 年以前は GAZEDA+CPI の合計

出典：プロジェクトチーム

図 2：APIEX による投資認可金額の推移

3. プロジェクトリスクマネジメントの結果に関する評価

本プロジェクトの PDM に示されている上位目標（投資の拡大）、プロジェクト目標（能力強化）および各成果の達成に影響を及ぼすリスクとしては、下記の 2 点がプロジェクト実施中で遭遇したリスクとして挙げられる。

- 内外の民間投資の低迷
- 組織改編に伴う組織・人員体制の未整備

以下に成果ごとに上記のリスクに対応してプロジェクトの成果、効果および持続性などを如何に確保したかについて述べる。

成果 1 関連

プロジェクト終了後も APIEX が自律的に投資イベントの準備・運營業務の改善を進めることができるよう、投資イベント開催にかかる SOP を作成し、望ましい業務プロセスを明らかにした。また、アンケート調査で用いる質問票や報告書のフォーマットなどを SOP の添付として含めるようにした。さらに、投資促進資料の改訂についても、将来 APIEX が主

体的に取り組んでいけるよう、資料のドラフト作成プロセスにおいて APIEX 職員を巻き込むようにした。

組織強化関連

職員の配置が進まず、ニーズアセスメントを実施することができなかったため、人材育成計画策定の支援活動を暫くの間保留した。しかし、APIEX が将来自らの努力で人材育成計画を作成することができるよう、本プロジェクトの中で計画立案の具体的な方法と計画の構成を示すこととし、簡易なニーズアセスメントを実施し、その結果を基に人材育成計画の骨子を作成した。

情報管理関連

情報管理の面では、プロジェクト終了時までには、投資案件情報を扱う部署（旧 CPI のプロジェクト管理部）の人員の変更はなかった。したがって、投資案件情報管理改善のための計画を後戻りさせる必要はなかった。しかし、当初の IT 研修の実施を遅らせたこと、データベース開発を遅らせたことにより、時宜を得た投入ができず、プロトタイプシステムまでしか開発できなかった。プロジェクト終了後の自立発展性のために、システム開発の手順を教えるトレーニングを APIEX 職員に対して実施した。一方、旧 CPI オフィスに常駐する IT スタッフがいなくなったことにより、旧 CPI オフィスの IT 環境が悪化した。この対策として、クラウドの利用も含めて、専門知識がなくてもシステム運用できる方法を提案し、必要に応じてトレーニングを実施した。

成果 2 関連

プロジェクト終了後における成果の「持続性」を担保すべく、成果 2 関連の活動においては APIEX の職員を積極的に関わらせ、技術移転を推し進めた。例えば、投資モニタリングについては、APIEX 州支部職員によってプロジェクトチームが提案した改善活動が試験的に実施された。更に、マプト州では、SDAE 職員向けのセミナーが、APIEX 州支部により主体的に行われ、ロジ面の準備に加えて、セミナーでのプレゼンテーションも APIEX 職員が担当した。また、ナンプラ州での、投資モニタリング改善活動は、APIEX 本部職員が主体的に実施し、州支部職員に対するデータベースを用いたデータ管理手法の指導が行われた。

成果 3 関連

初期 PEPiP (2014-2016)が完了した時点で既に投資の減速がみられており、投資促進戦略を積極的に推進するモメンタムが充分でなかったことが窺えた。次期 PEPiP (2017-2019)についてのフレームワークを JICA チームでドラフトし、2017 年 3 月の JCC の場で提示したが APIEX 側による閣議決定に向けた文書化などのイニシアティブは取られなかった。また、組織改編の動きのなかで本件を推進することが困難な状況にあることも想定された。

かかる状況下、当方の協力が予定どおり進まない可能性が見えた段階で、2018 年 1 月に JICA と協議の上、PDM を一部変更し、PEPiP が正式に採択されなくてもメンバー機関へのサポートを実施できることとし、2018 年 5 月の JCC にて PDM の改訂が承認された後、ザンベジ溪谷開発庁 (AdZ) への訪問および歳入庁 (AT) への他国のインセンティブ情報の提供などを行った。

4. 教訓

(1) 経済状況の変化への対応

本プロジェクトのように投資という民間経済セクターによる活動を対象とした行政サービスへの技術協力を行う場合、経済動向によって環境や状況が変化することを想定し、柔軟に協力を実施する必要がある。本プロジェクトでは開始前に想定された投資の急激な増加は2014年をピークに低迷したため、ベースライン調査でニーズを再確認した上で技術協力活動をアクションプランの形で具体化した。また、経済状況およびカウンターパート組織の改編と協力ニーズへの反映について、随時見直しを行った。

(2) 技術移転による Institutional Memory の構築

技術協力プロジェクトにおいてカウンターパート配置の遅れなどの問題がみられる場合は、プロジェクトからの提案事項を文書化するなど組織へのノウハウ蓄積に資する活動により重点を置くことが望ましい。本プロジェクトではカウンターパート組織の改編と体制整備と人員配置の遅れという問題に遭遇したが、技術協力活動を実施するにあたり、文書化による Institutional Memory の構築に務めた。具体的には SOP、マニュアル、投資促進のための資料、パンフレット、参考資料などドキュメントとして残し、協力期間後もメンテナンス可能なようにポルトガル語と英語の資料作成を推進した。メンテナンスの観点から日本語の資料はプロジェクトの説明目的以外は作成しなかった。

(3) 情報システムのメンテナンス

ドナーが情報システムの開発・導入を支援する場合、支援が終わっても CP 機関が自分たちで維持管理できるシステムにすることが重要である。情報システムは開発して終わりではない。よく使われているシステムほど、不具合の修正や、より使いやすくするための改良が必要になる。ハードウェアの更新により、システムの更新が必要になるケースもある。ドナーが情報システムを開発・導入して、ドナーが引き上げたとともに、メンテナンスのための人員も予算もないために、使われなくなる情報システムの例はこれまでもたくさんあった。本プロジェクトでは、プロジェクト終了後にそのような事態が起こらないように、大規模なシステム開発は行わず、汎用の Office ソフト（Excel、Access）を使い、職員がメンテナンス可能なシステムとなるように心掛けた。

(4) 民間セクターとの接点

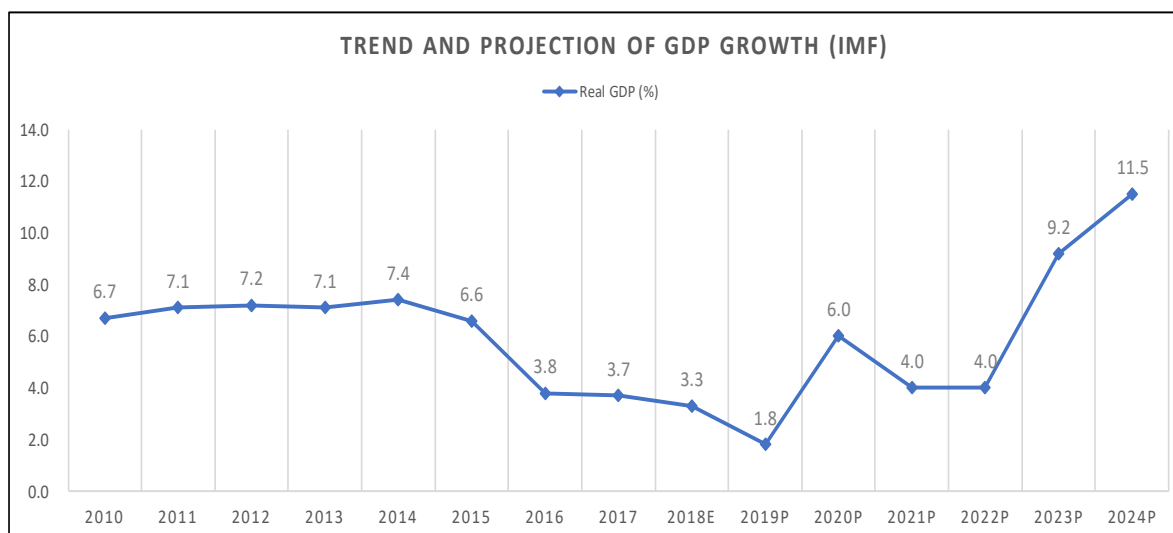
投資促進を主題とする本プロジェクトにおいては、投資活動の主役である民間セクターとの接点は投資環境整備など公的セクターの役割を的確に把握するために不可欠である。民間セクターには外国企業、国内企業があり、外国企業には日本、欧米といった先進国はじめ各国がある。これらと全て接点を持つことは不可能であるが、商工会議所などをルートに主要投資国およびモザンビーク企業との接点の確保に努めた。

IV. プロジェクト終了後の上位目標達成の見込み

1. 上位目標と指標

上位目標である内外の投資の増加に関しては、プロジェクト開始時点である 2016 年から 2018 年の間は 20 億ドル前後で低迷していたが、2019 年の投資金額は 30 億ドル台への回復がみられた。2018 年までの投資低迷の要因は主として外的要因であるが、債務問題による IMF 融資の停止などモザンビーク国内の事情による面もあった。

今後の見通しとしては、北部で開発されつつある天然ガスの採掘と同資源を活用したガス化学産業への投資などによる経済成長と投資の回復が見込まれており、一方、IMF とは債務問題の解決に向けてモザンビーク政府は動いており、IMF は本プロジェクト完了 3 年後の 2023 年には 9.2%の経済成長の予測を出している。過去に資源ブームにけん引されて投資が急増した時期（2013/14 年）の頃の GDP 成長率が 7%前後であり、同様のレベルの投資の回復が期待される。その段階で本プロジェクトによる技術協力の価値が発揮されることが期待される。（下記グラフ参照）



出典：IMF Article IV Consultation Report, June 2019

図 3：モザンビークの実質 GDP 成長率のトレンドと推定

表 21：上位目標達成の見込み

上位目標	指標	達成見込み
海外直接投資及び国内投資が増加する。	(1) APIEX が認可した海外直接投資及び国内投資の認可件数及び認可金額	達成する見込み。 プロジェクト開始時（2016）と比較して、プロジェクト実施期間中の投資件数・金額ともに若干の増加が認められる。（2019 年 10 月時点） <u>認可件数</u> ：319 (2016), 257 (2017), 321 (2018), 353 (2019), <u>2023 年の目標件数 400 件</u> <u>認可額（百万ドル）</u> ：1,282 (2016), 1,129 (2017), 1,504 (2018), 3,761 (2019), <u>2023 年の目標金額 6,000（百万ドル）</u>

	(2) APIEX が認可した海外直接投資及び国内投資の実行件数及び実行金額	<p>達成する見込み。</p> <p>2016年から2018年に認可された案件の実行状況は件数、金額ともに増加している。</p> <p>実施済み案件数: 2016年時点 61件→2018年時点 166件</p> <p>実施済み認可額(百万ドル): 2016年時点 110.5→2018年時点 551.7</p> <p>・実施状況のモニタリング捕捉率(マプト州)は24%(2015)から70%(2018)に改善。目標捕捉率: 全10州で70%(全10州)</p>
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出典: プロジェクトチーム

2. 日本側からモザンビーク側への提言

組織管理強化・人材育成

(1) 計画・予算・報告書作成マニュアルの活用

本プロジェクトで作成支援した執務マニュアルは、政府機関の計画・予算策定を監督する経済財務省からも高い評価を得た。計画・予算策定については、どのようなフォーマットを用いて、いつまでに、誰がどのような情報を取りまとめるのか、APIEX内でも十分に共有されていないことから、組織内で継続的な能力開発が必要である。2019年4月には、APIEX内で自発的にマニュアルを使った研修が実施され、2020年度の年次計画・予算案策定に大きく貢献した。今後もこのようなマニュアルを使った組織内研修を毎年実施することを提案する。

(2) 人材育成計画の改訂

前述のとおり、本プロジェクトでは人材育成にかかるニーズアセスメントの実施方法や計画の枠組みを示すまでの支援を実施することができた。職員配置が最終的に決まれば、しっかりとしたニーズアセスメントを実施し、APIEX 人材育成計画 2020-2022 ドラフトを改訂することを推奨する。また、将来にわたり、計画に基づいた人材育成を着実に進めるべく、定期的(例: 3年毎)に新たな人材育成計画を策定することが望ましい。

(3) 計画的な職員向け IT 研修の実施

本プロジェクトでは外部機関を使った職員向け IT 研修を3回(各回10名が参加)、内部リソースを使った IT 研修を複数回実施した。組織再編後に、他ドナーがサポートした類似の IT 研修も行われるようになったが、内容や参加者の選定を計画的に行っているとは言い難い。内容・対象者・期間・実施時期などについて APIEX 自身で事前に計画を作り、その上で APIEX 又はドナーの予算を活用して実施することが望まれる。一般の職員向け IT 研修に加えて、IT スタッフのための研修(ネットワーク管理、サーバ管理などのスキルアップ)も計画に盛り込むことを提案する。

情報管理

(4) クラウドの活用

組織再編前より、旧 CPI はオフィスが複数の建物に分散しており、データ共有が難しいことが大きな問題であった。組織再編後、職員、オフィス、IT 機器（旧 CPI のサーバを含む）の物理的移動が起こり、特に旧 CPI オフィスにおいて、IT 環境が悪化した。プロジェクト開始当初に比べて、一般にインターネット回線はより安く・速くなっており、モザンビークにおいてもクラウドの利用は以前よりも手軽なものとなっている。IT 環境の整備のために、サーバ等の高価なハードウェアの購入を考えるのではなく、クラウドの活用を考えた方がいい時期になったと思われる。

(5) Web コンテンツの定期的更新

2年近く APIEX の Web サイトがない状態が続いたが、2019年8月に他ドナー（PIGA プロジェクト）の支援を受けてようやく Web サイトの公開が始まった。APIEX の人事が固まっていないため、当面は PIGA プロジェクトでコンテンツの更新を行うと聞いている。APIE の人事が固まり、PIGA プロジェクトから APIEX に Web サイト運営がハンドオーバーされた後は、Web コンテンツの更新責任者（部署）を任命して、常に最新の情報を掲載した Web サイトとなるように、定期的なコンテンツ更新が望まれる。

(6) 情報システムの開発・メンテナンスのための予算確保

APIEX は投資案件情報を Excel で管理している。旧 GAZEDA は、組織再編前にデータベースシステムを開発したが、使用を始めている。「4. 教訓 (3) 情報システムのメンテナンス」に記載のとおり、プロジェクト終了後のサステナビリティを考慮して、本プロジェクトでは、大規模なシステム開発は行わず、既存の Excel フォームの改良、Access を使ったデータベースシステム（プロトタイプ）の開発にとどめた。しかし、汎用の Office ソフトを使っているとは言え、メンテナンス予算をゼロにしているわけではない。今後のシステム更新のために、ある程度の予算は確保すべきである。また、「(4) クラウドの活用」で述べたように、離れた場所でデータを共有するためには、将来的に投資案件情報管理もクラウドを使ったシステムに移行する必要があると思われる。クラウドへの移行にはアウトソーシングを使うための APIEX の予算の確保が必要となる。

成果 1（投資促進）

(7) 投資促進資料のさらなる充実化への取り組み

投資家に的確かつ正確な情報を提供するために、投資促進関連資料の充実化や改善を将来にわたり不断に取り組む必要がある。APIEX が将来自律的に資料の改訂を進めることができるよう、Mozambique Investment Procedure Guide/ Mozambique Business Licensing Guide などの資料において、APIEX 職員と協力してドラフト作業を進めた。今後も、法制度の改訂などを踏まえ、これらの資料が定期的に更新され、投資家からの問い合わせに応える際に活用を図ることが望まれる。また、投資家からの容易なアクセスを確保すべく、更新された資料は常に Web サイトにアップロードされている状態を保つようにする。

(8) 投資促進イベント SOP の活用

投資イベント開催にかかる SOP では、その標準プロセスの中に、APIEX が現時点で十分に対応できていない業務プロセスも含まれている。これらは、開催したイベントに対する参加者の評価・コメントの聴取（アンケート調査の実施）、潜在投資家の情報管理、投資促進戦略の立案とその評価、イベント開催後の報告書の作成などである。これらの業務を全てのイベントで実施するのは難しいが、将来時間をかけて少しずつ標準プロセスで取り上げている業務を実施することで、個々のイベント開催の効果を向上させることができる。

成果 2（投資認可・円滑化）

(9) 投資案件関連文書の電子保存

JICA チームの助言を受けて、APIEX では 2018 年 1 月以降の投資認可案件より、関連文書をスキャンして PDF ファイルで保存することを始めた。これまでは、紙のみで保存していた情報を電子媒体でも保存するようにしたことで、必要な情報をいつでもどこからでも検索・活用できる仕組みづくりへの第一歩となった。残念ながら、本プロジェクトでは、電子媒体で保存された情報を活用するシステムの構築までには至らなかった。今後は APIEX 自身で電子保存された文書データの活用を考える必要がある。

(10) ビジネスライセンスに関する情報の更新

ライセンス取得に関する情報について、変更が生じた場合には、APIEX 職員によって逐次情報収集を行い、Mozambique Business Licensing Guide の改定という形で、投資家向け情報のアップデートを継続する必要がある。

各省庁のライセンス発給担当部署と APIEX の間で設置したフォーカルポイントが、今後益々連携を深め、企業への支援が厚くなるよう、定期的な会合は継続して実施する必要がある。また、先方担当者の配置換えが生じた場合でも迅速に、後任担当者の任命を促し、適切な関係維持を図ることを提案する。

(11) 投資モニタリングの他州への展開

投資モニタリングは、州支部の役割が大きい。SDAE との連携など、プロジェクトで対象とした 3 州では、その効果が十分に確認された。業務方法については SOP で文書化し、APIEX 本部の担当職員にも、他州への展開方法について指導した。全ての州において、同等レベルの業務が実施され、収集情報の均一化が可能となる様、パイロット対象外の州支部へも展開することを提案する。

また、年に一度は、全州支部の職員と全国会議を開催することが望ましい。認可案件に対するファシリテーションのみならず、新規投資の誘致についても、本部・支部の間で共有、協議すべき事項もあると思われる。

成果3（PEPIP 強化）

(12) 政策提言に係る活動

政策提言は IPA にとって重要な機能の一つである。投資モニタリングやアフターケアを通して把握される課題において、APIEX の権限を越えるものについては、PEPIC 会合などの枠組みの活用や、関連省庁との個別対話を通して、投資環境改善を目的とした法改正や制度変更を協議すべきである。

(13) 投資輸出促進戦略（PEPIC）の活用

PEPIC(2020-2029)については、プロジェクト期間中に閣議承認を得るのは難しい状況にあるが、2019年11月22日のRT会合で報告したドラフトファイナルを早急に最終化し、閣議承認を得ることが必要である。また、承認後は定期的にPEPICメンバー21機関のRT会合を招集し、テーマごとのアクションの進捗確認を実施し、効果的な運用を果たすことを提案する。また、APIEXにはPEPICの実施・活用にかかる強いリーダーシップをとることが期待される。

3. 上位目標達成のためのモザンビーク側の実施計画と実施体制

(1) 実施計画

前節で取りまとめた提言をもとに今後5年間の実施計画を表22で取りまとめた。実施主体で記載するAPIEX部署は、次項の新組織体制に基づく。

表 22：上位目標達成のための実施計画

アクション（提言）	実施主体	期間				
		2020	2021	2022	2023	2024
組織管理強化・人材育成						
(1) 計画・予算・報告書マニュアルの活用	DPCPE					
(2) 人材育成計画の改訂	DHR					
(3) 計画的な職員向け IT 研修の実施	DHR, DTIC					
情報管理						
(4) クラウドの活用	DTIC					
(5) Web コンテンツの定期的更新	DPIE, DTIC					
(6) 情報システムの開発・メンテナンスのための予算確保	DAF, DTIC					
成果1（投資促進）						
(7) 投資促進資料の充実化への取り組み	DPIE					
(8) 投資促進イベント SOP の活用	DPIE					
成果2（投資認可・円滑化）						
(9) 投資案件関連文書の電子保存	DGFPI					
(10) ビジネスライセンスに関する情報の更新	DGFPI					
(11) 投資モニタリングの他州への展開	DGFPI					

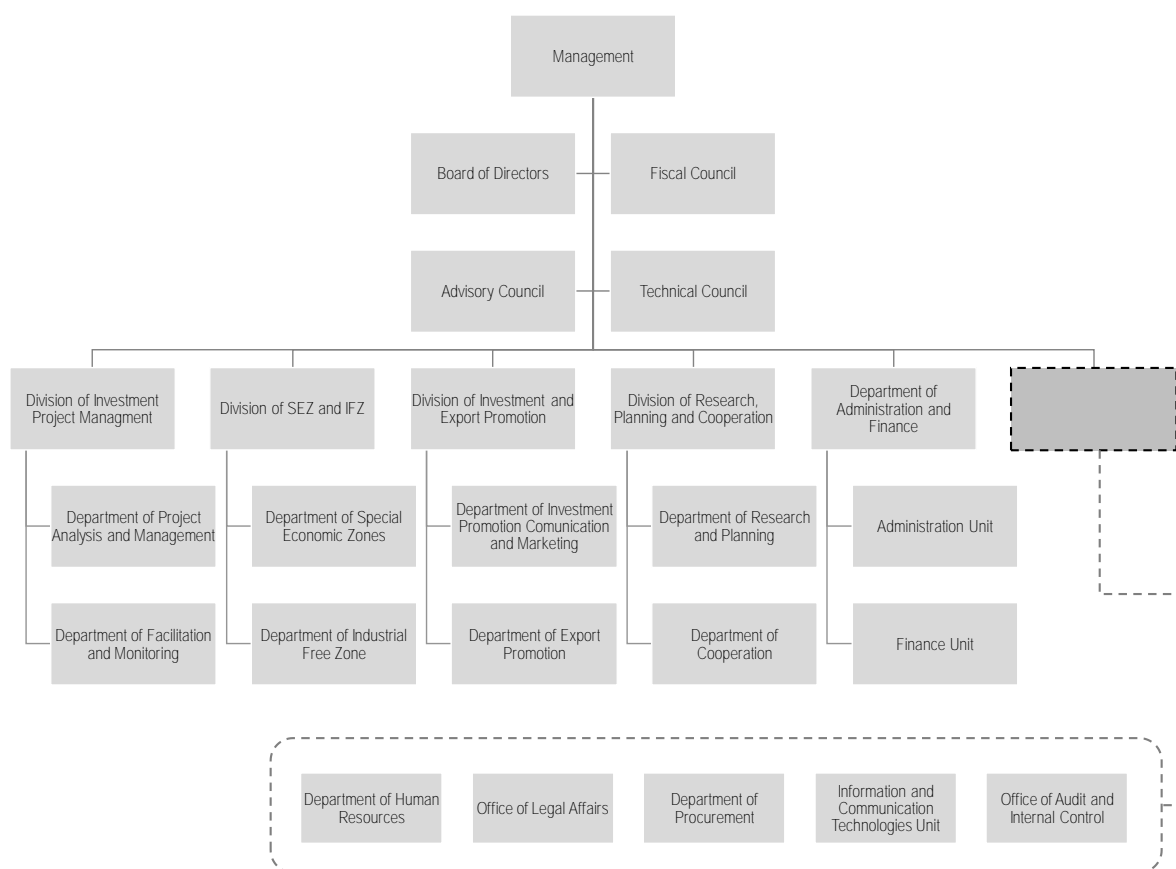
成果3 (PEPIP 強化)					
(12) 政策提言に係る活動	DECPE				
(13) 投資輸出促進戦略 (PEPIC) の活用	DECPE				

注：投資プロジェクト管理・円滑化部 (DGFP: Division of Investment Project Management and Facilitation)、投資・輸出促進部 (DPIE: Division of Investment and Export Promotion)、調査・協力・特別事業部 (DECPE: Division of Studies, Cooperation and Special Projects)、人事課 (DHR: Dept. of Human Resources)、IT コミュニケーション課 (DTIC: Dept. of IT and Communication)

出典：プロジェクトチーム

(2) 実施体制

新組織 APIEX の組織体制は図4のとおり。



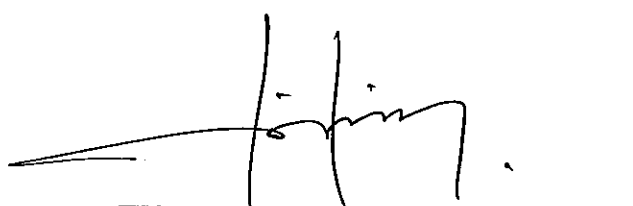
出典：組織法をもとにプロジェクトチーム作成

図4：APIEX 組織図 (2020年2月時点)

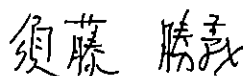
添付 1: R/D

RECORD OF DISCUSSIONS
ON
PROJECT FOR ENHANCING CAPACITY OF INVESTMENT
PROMOTION AND FACILITATION
IN
THE REPUBLIC OF MOZAMBIQUE
AGREED UPON BETWEEN
INVESTMENT PROMOTION CENTRE
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Maputo, 25th of November, 2015



Mr. Lourenço SAMBO
Director General,
Investment Promotion Centre,
Government of the Republic of
Mozambique



Mr. Katsuyoshi SUDO
Chief Representative,
JICA Mozambique Office,
Japan International Cooperation
Agency

Based on the minutes of meetings on the Detailed Planning Survey on the Project for Enhancing Capacity of Investment Promotion and Facilitation (hereinafter referred to as "the Project") signed on 23rd of April, 2015 between the Investment Promotion Centre (hereinafter referred to as "CPI") and the Japan International Cooperation Agency (hereinafter referred to as "JICA") as found in the Appendix 2, JICA held a series of discussions with CPI and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project as described in the Appendix 1.

Both parties also agreed that CPI, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Mozambique.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on 31st of March, 2005 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on 28th of July, 2015 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of the Republic of Mozambique (hereinafter referred to as "GOM").

Appendix 1: Project Description

Appendix 2: Minutes of Meetings on 23rd of April, 2015

PROJECT DESCRIPTION

I. BACKGROUND

The Republic of Mozambique has recorded high economic growth averaging 7.5% in the past 5 years (IMF), and it is expected that its rapid development will continue due to stable political condition, development of natural resources recently found, accelerated agricultural development and other supporting factors. Under this situation, foreign companies, including Japanese, started to have increasing interests to Mozambique as a destination of investment, and look for business opportunities mainly for resource-based industries such as coal, natural gas and wood, and agricultural development along Nacala development corridor.

GOM recognizes an importance of promoting foreign direct investment, and increasing foreign and domestic direct investment is one of the objectives in the Government Five Year Plan (2015-2019), the overall national development plan of the country. In addition, GOM has been strengthening the policy measures through enacting a policy paper specifically targeting investment promotion, Strategic Plan for the Promotion of Private Investment, PEPIP (2014-2016). The recent direct investment amount approved by Investment Promotion Centre (CPI) has also been increasing rapidly, from USD 4.2 billion in 2013 to USD 7.1 billion in 2014, and is expected to increase further along with the government strategy. However, despite the effort by CPI in providing investment promotion services for the surging number of investment projects, CPI is in acute need to strengthen its capacity and further improve the quality of services as the core government organization to lead investment promotion.

In response to GOM's request, JICA has been extending technical cooperation to CPI since 2012 by sending "Investment Promotion Advisor" from 2012 to 2013 and "Investment Promotion Advisor for Capacity Building" from 2014 to 2015. Reinforcing capacity of CPI to take central role in investment promotion has been proactively assisted, through the advisors' activities in sorting out of potential Japanese investment projects, organization of peer-learning/training programme with the third country Investment Promotion Agencies (IPAs), recommendations for human resource development of CPI, advice in relation to information technology (IT) system development and preparation/update of investment promotion tools. However, in order to respond to the rapidly increasing investment in the recent years, further strengthening of CPI's capacity for investment promotion and facilitation is required.

Based on the above-mentioned background, GOM requested to GOJ the implementation of a technical cooperation project for enhancing capacity of CPI for investment promotion and facilitation.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Project Design Matrix (PDM) (Annex 1) and the Plan of Operation (PO) (Annex 2).

1. Input

(1) Input by JICA

(a) Dispatch of Experts

JICA experts will be dispatched in the following areas:

- Investment Promotion
- Investment Approval/Investment Facilitation
- Organizational Management
- Information Management

One of the experts will act as Chief Advisor of the Project. Experts in other areas could be mobilized, if deemed necessary by both Japanese and Mozambican sides.

(b) Training

JICA will receive personnel nominated by Project Director in consultation with JICA experts for training in Japan and/or third countries.

Input other than indicated above will be determined through mutual consultations between JICA and CPI during the implementation of the Project, as necessary.

(2) Input by CPI

CPI will take necessary measures to provide at its own expense:

- (a) Services of CPI's counterpart personnel and administrative personnel as referred to in II-2;
- (b) Suitable office space with necessary equipment;
- (c) Supply or replacement of equipment and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
- (e) Credentials or identification cards;
- (f) Available data (including maps and photographs) and information related to the Project;
- (g) Running expenses necessary for the implementation of the Project;
- (h) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into the Republic of Mozambique from Japan in connection with the implementation of the Project

2. Implementation Structure

The project organization chart is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) CPI

(a) Project Director

Director General of CPI will be Project Director and responsible for the overall administration and implementation of the Project.

(b) Project Manager

Deputy Director General of CPI will be Project Manager and responsible for managerial and technical matters of the Project.

(c) Counterpart Staff

- Coordinator of Information and Marketing Service
- Director of Business Development Service
- Coordinator of Business Linkage Service
- Director of Project Management Service
- Director of Administrative & Human Resources Service

Other staff members of these Services will also be involved in the implementation of project activities.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to CPI on any matters pertaining to the implementation of the Project.

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Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deemed necessary. JCC will review the progress, revise the overall plan when necessary, approve an annual work plan, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

3. Project Site(s) and Beneficiaries

The project activities are conducted mainly in Maputo City

Staff of CPI (direct beneficiaries)

Staff of organizations related to investment promotion, Investors (indirect beneficiaries)

4. Duration

The duration of the Project will be four (4) years from the arrival of the first Japanese expert.

5. Reports

CPI and the JICA experts will jointly prepare the following reports in English.

- (1) Progress Report on regular basis until the project completion
- (2) Project Completion Report at the time of project completion

6. Environmental and Social Considerations

- (1) CPI will abide by 'JICA Guidelines for Environmental and Social Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

III. UNDERTAKINGS OF CPI

1. CPI will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the the Republic of Mozambique nationals as a result of Japanese technical cooperation contributes to the economic and social development of the Republic of Mozambique, and that the knowledge and experience acquired by the personnel of the Republic of Mozambique from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-1(1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in the Republic of Mozambique.

Other privileges, exemptions and benefits will be provided in accordance with the Agreement on Technical Cooperation signed on 31st of March, 2005 between GOJ and GOM.

IV. MONITORING AND EVALUATION

JICA and CPI will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the PDM and PO. The Monitoring Sheets will be reviewed every six (6) months.

Also, Project Completion Report will be drawn up one (1) month before the completion of the Project.

JICA will conduct the following evaluations and surveys to verify sustainability and impact of the Project and draw lessons. CPI is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, CPI will take appropriate measures to make the Project widely known to the people of the Republic of Mozambique.

VI. MISCONDUCT

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, CPI and relevant organizations shall provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the the Republic of Mozambique.

CPI and relevant organizations shall not, unfairly or unfavorably treat the person

and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION

JICA and CPI will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and CPI. However, PO may be amended in the Monitoring Sheets.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Project Design Matrix (PDM)
- Annex 2 Plan of Operation
- Annex 3 Project Organization Chart
- Annex 4 List of Proposed Members of Joint Coordinating Committee


Project Design Matrix

Project Title: Project for Enhancing Capacity of Investment Promotion and FacilitationImplementing Agency: Investment Promotion Centre (CPI)Target Group: Staff of CPI (direct beneficiaries), Staff of organizations related to investment promotion, Investors (indirect beneficiaries)Period of Project: (month), 2016~(month), 2020Project Site: Mainly in Maputo CityModel Site: (none)

Version 0

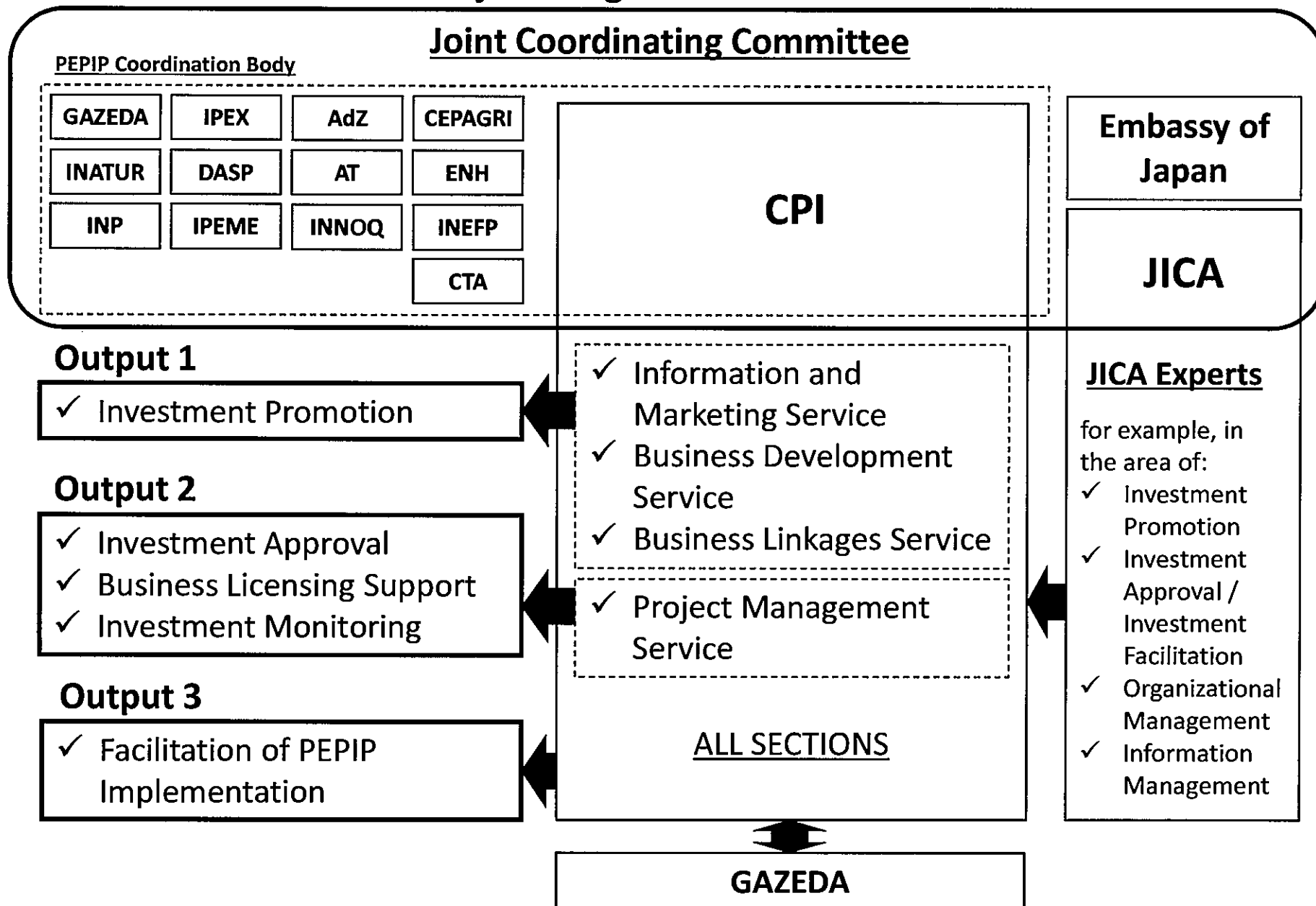
Dated 25 Nov, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal National and foreign direct investment is increased.	(1) Number and amount of national and foreign direct investment approved by CPI. (2) Number and amount of realized national and foreign direct investment approved by CPI.	(1) CPI's report (2) CPI's report	There will be no socio-economic incidents which have substantial negative impact on direct investment in Mozambique.		
Project Purpose CPI's capacity for investment promotion and facilitation is enhanced.	(1) Investors' satisfaction with investment promotion/facilitation services provided by CPI (2) Period required for obtaining investment approval and relevant business licenses	(1) Interview with national and foreign companies (2) Interview with CPI and relevant organizations	There will be no substantial changes in investment policy of the Mozambican government.		
Outputs					
1 CPI's investment promotion activities are improved.	(1) Number of revisions of investment promotion tools and investors' satisfaction to each revised edition (2) Number of investment promotion events held by CPI and participants' satisfaction to each event (3) Manuals for investment promotion activities	(1) CPI's report, questionnaires (2) CPI's report, questionnaires (3) Government documents	Authority and organization of CPI will not be substantially changed.		
2 Operations for investment approval, business licensing support and investment monitoring become smooth and effective.	(1) List of persons/departments responsible for business licensing in relevant organizations (2) List of business licenses and issuing organizations (3) Number of reports to the cabinet regarding investment realization (4) Manuals and Standard of Procedures (SOP) for investment approval, business licensing support and investment monitoring	(1) Project report (2) Project report (3) CPI's report (4) Government documents			
3 PEPIP implementation is advanced through facilitation by CPI.	(1) Progress of implementation of PEPIP action agenda (2) Number of guidance/advice provided for PEPIP implementation	(1) PEPIP progress report, interview with CPI and relevant organizations (2) Project report			

Activities	Inputs		Important Assumption
	The Japanese Side	The Mozambican Side	
<p>1-1 The current situation of CPI's investment promotion activities is analyzed (in terms of classification of investment promotion activities, division of responsibility among sections/staff, annual planning/monitoring of activities, concrete workflow of conducting respective activity items, etc.).</p> <p>1-2 Based on the results of the analysis, problems of the current investment promotion activities are identified, and course of action is worked out for improving the activities to achieve higher investor orientedness.</p> <p>1-3 Concrete actions for improving investment promotion activities are taken through daily operation and by referring to other countries' good practices. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Information provision for interested investors (including management of client information) - Development/improvement of investment promotion materials (such as sector profile and investment guide) - Organization of promotional events (such as missions and seminars) - Selection of priority target market and proactive promotional activities for such market <p>1-4 CPI's way of conducting promotion activities in a investor-oriented manner is established (through preparation of manuals etc.).</p>	<p>1. Japanese Experts (1) Investment Promotion (2) Investment Approval/Investment Facilitation (3) Organizational Management (4) Information Management</p> <p>2. Training In Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel (1) Project Director (2) Project Manager (3) Counterpart staff</p> <p>2. Suitable office space with necessary equipment (printer, copying machine, etc.)</p> <p>3. Equipment and any other materials necessary for the implementation of the Project</p> <p>4. Running expenses necessary for the implementation of the Project</p>	Counterpart staff will not leave CPI.
<p>2-1 The current situation of CPI's operations related to investment approval, business licensing support and investment monitoring is analyzed (in terms of concrete workflow of each operation, division of responsibility among the staff of Project Management Service, coordination with other organizations, etc.)</p> <p>2-2 Based on the results of the analysis, problems of the operations related to investment approval, business licensing support and investment monitoring are identified, and course of action is worked out for improving the operations to achieve higher investor orientedness.</p> <p>2-3 Concrete actions for improving the operations are taken referring to other countries' good practice. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Management of investment approval: Shortening and/or simplification of approval process, information management of proposed projects - Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses) - Investment monitoring: Effective communication with approved investment projects, information management of realized investment <p>2-4 CPI's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established (through preparation of manuals, SOP, etc.).</p>			
<p>3-1 Relevant knowledge concerning PEPIP implementation is acquired.</p> <p>3-2 Appropriate measures are taken for advancing PEPIP</p>			
			Pre-Conditions
			
			<Issues and countermeasures>

Monitoring Plan	Year	1st Year				2nd Year				3rd Year				4th Year				5th year				6th Year				7th Year				Remarks	Issue	Solution					
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV								
Monitoring																																					
Joint Coordinating Committee	Plan				●								●																								
	Actual																																				
Baseline Survey	Plan																																				
	Actual																																				
Set-up the Detailed Plan of Operation	Plan		▲																																		
	Actual																																				
Submission of Monitoring Sheet	Plan		▲				▲				▲				▲				▲				▲														
	Actual																																				
Post Monitoring	Plan																												●								
	Actual																																				
Reports/Documents																																					
Project Completion Report	Plan																				▲																
	Actual																																				
Public Relations																																					
	Plan																																				
	Actual																																				

Project Organization Chart



3)

Annex 4 List of Proposed Members of Joint Coordinating Committee

1 Chairperson

Investment Promotion Centre (CPI)

2 Members

1) Mozambican Side

Office for the Accelerated Economic Development Zones (GAZEDA)

Institute of Export Promotion (IPEX)

Zambeze Valley Development Agency (AdZ)

Agriculture Promotion Centre (CEPAGRI)

Mozambique Tourism Authority (INATUR)

Directorate of Private Sector Support (DASP)

Mozambique Revenue Authority (AT)

National Hydrocarbons Company (ENH)

National Petroleum Institute (INP)

Institute for Small and Medium Entrepreneurs Development (IPEME)

National Institute for Quality Standardisation (INNOQ)

Institute for Professional Training (INEFP)

Confederation of Mozambican Associations (CTA)

2) Japanese Side

JICA Mozambique Office

JICA Expert Team

Embassy of Japan in Mozambique

4

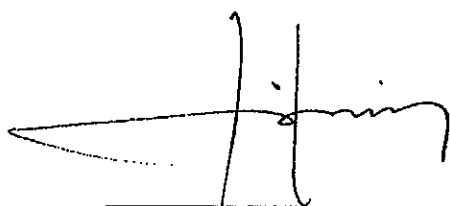
3

MINUTES OF MEETING
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
INVESTMENT PROMOTION CENTRE
ON
JAPANESE TECHNICAL COOPERATION
ON
PROJECT FOR ENHANCE INVESTMENT PROMOTION AND FACILITATION

In response to the request made by the Government of Republic of Mozambique (hereinafter referred to as "GOM") to the Government of Japan on the project entitled "Project for Enhance Investment Promotion and Facilitation" (hereinafter referred to as "Project"), the Detailed Planning Survey Team organized by the Japan International Cooperation Agency (hereinafter referred to as "JICA") was dispatched and had a series of discussions with the Investment Promotion Centre (hereinafter referred to as "CPI") of GOM from 7th to 23rd April, 2015 for the purpose of detailing out the contents of the Project.

As the result of the discussions, both parties reached a common understanding on the matters referred to in the document attached hereto.

Maputo, 23rd April, 2015



Mr. Lourenço SAMBO
Director General,
Investment Promotion Centre,
Government of the Republic of
Mozambique



Mr. Minoru Yamada
Leader
Detailed Planning Survey Team
Japan International Cooperation
Agency

CONTENTS OF DISCUSSIONS

Through a series of discussions (the list of participants is shown in the Attachment 1), both parties confirmed the basic contents of the Project and that the Record of Discussions (hereinafter referred to as "R/D") is to be signed in advance of the formal commencement of the Project. The following issues have been confirmed as a common understanding whilst both parties will continue the discussion for finalizing the R/D (the draft R/D of the Project is shown in the Attachment 2 for reference).

1. Project Title

The Project should be entitled as "Project for Enhancing Capacity of Investment Promotion and Facilitation," amending from the originally requested project title "Project for Enhance Investment Promotion and Facilitation" to make it clear that the Project is specifically targeted for capacity enhancement of CPI.

2. Basic Outline of the Project

The Project consists of three Outputs under the Project Purpose of "CPI's capacity for investment promotion and facilitation is enhanced." The basic orientation of each Output is summarized as follows.

(1) Output 1

Output 1 is intended to improve investment promotion activities, or activities targeted for potential investors. Information and Marketing Service, Business Development Service and Business Linkages Service will be responsible for implementing the activities under this Output.

(2) Output 2

Output 2 is intended to improve operations for investment approval, business licensing support and investment monitoring, which are categorized as the services for investors who have decided to invest in Mozambique. Project Management Service will be responsible for implementing the activities under this Output.

(3) Output 3

Output 3 is set in consideration that, in addition to the activities for Output 1 and 2, there could be unforeseen areas where JICA experts could support CPI in facilitating PEPiP implementation. Upon request from CPI, JICA experts consider providing relevant advice and/or opportunities for learning good practices related to investment promotion/facilitation (just as Investment Promotion Advisor for Capacity Building has been doing), to the extent such activities do not hamper the activities for Output 1 and 2. CPI is required to make use of the acquired knowledge, in collaboration with relevant organizations as necessary, for the purpose of advancing PEPiP implementation.

Overall, as the Project is intended to support capacity enhancement of CPI, all the activities are expected to be implemented in alignment with the

Human Resources Development Plan 2015-2019, which is now under consideration within CPI. The Japanese side expressed its view that the Plan should preferably be approved before the commencement of the Project.

3. Institutional Settings Surrounding the Project

The Japanese side recognized the following issues as the institutional factors that could significantly affect the Project. CPI will continue to update JICA with the situation related to these issues and, as necessary, implementation arrangements for the Project will be adjusted in the course of its implementation.

- The Mozambican government is in the process of re-engineering the administrative structure related to investment promotion functions.
- Directorate of Support to Private Sector under the Ministry of Industry and Commerce is taking the initiative of introducing a one-stop platform, including innovative “e-BAU”, for obtaining business licenses under the jurisdiction of various ministries. Activities concerning investment licensing support should be implemented in consideration of this development.

4. Implementation Structure

(1) Establishment of Joint Coordinating Committee

Joint Coordinating Committee (JCC) will be established for the overall coordination among related organizations. While CPI and JICA will be the core members of the JCC, CPI will nominate other Mozambican member organizations examining organizations' relevance of participating in the JCC in light of its function. It was indicated that participation from the private sector of both Mozambican side (e.g. Confederation of Business Associations (CTA)) and Japanese side would be preferable. Member organizations of the JCC are to be finalized through mutual consultation between JICA and CPI. Once the member organizations are confirmed, CPI will (i) start necessary procedures for establishing the JCC so that it becomes operational before the official commencement of the Project, and (ii) provide JICA with the information on concrete members of the JCC once available.

(2) Assignment of counterpart personnel

The Director General and the Deputy Director General of CPI will serve as the Project Director and the Project Manager, respectively. The Project Director will assign concrete counterpart staff responsible for implementing activities for each Output.

(3) Involvement of GAZEDA

GAZEDA, as an organization that has similar functions as CPI, will be engaged in the Project as appropriate. For instance, GAZEDA might participate in training conducted under the Project or provide its experiences of invest promotion/facilitation activities for mutual learning.

5. Other Issues

- The capacity enhancement efforts under the Project are to be made for realizing investor oriented services, so as to construct "win-win" relationship between CPI and foreign companies, including Japanese.
- For the activities concerning information management, use of appropriate level of technologies/skills should be sought to ensure manageability and sustainability. Accordingly, provision of IT equipment will not be considered under the Project.
- JICA requested CPI to prepare the office space for JICA experts within CPI's premises to ensure effectiveness and efficiency of project activities.

6. Follow-up Issues

- Further elaboration of R/D (including composition of member organizations of the JCC as well as Annexes)
- CPI to provide JICA with the information on JCC members, counterpart personnel assignment and office space for JICA experts
- Signing of the R/D
- JICA to make a contract with the expert team for the Project

Attachment 1: List of Participants

Attachment 2: Draft Record of Discussions

Attachment 1: List of Participants

Mozambican Side

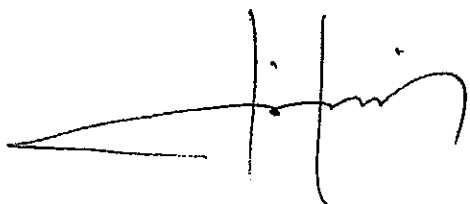
Mr. Lourenço Sambo	Director General, CPI
Mr. Nuno Maposse	Coordinator, Information and Marketing Service, CPI
Ms. Sattie Rohit	Staff responsible for aftercare and follow-up activities, Project Management Service, CPI
Ms. Yuko Tanaka	Investment Promotion Advisor, CPI

Japanese Side

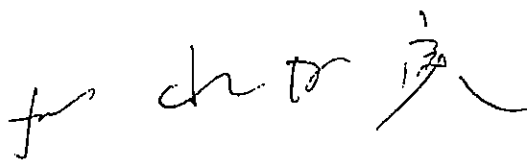
Mr. Minoru Yamada	Leader, Detailed Planning Survey Team of JICA
Mr. Hidekazu Tanaka	Evaluation Analysis, Detailed Planning Survey Team of JICA
Mr. Hiroki Sakamoto	Cooperation Planning, Detailed Planning Survey Team of JICA
Mr. Issei Aoki	Representative, JICA Mozambique Office
Mr. Simoes Victorino	Program Officer, JICA Mozambique Office

(DRAFT)
RECORD OF DISCUSSIONS
ON
PROJECT FOR ENHANCING CAPACITY OF INVESTMENT
PROMOTION AND FACILITATION
IN
THE REPUBLIC OF MOZAMBIQUE
AGREED UPON BETWEEN
INVESTMENT PROMOTION CENTRE
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Maputo, May XX, 2015



Mr. Lourenço SAMBO
Director General,
Investment Promotion Centre,
Government of the Republic of
Mozambique



Mr. Katsuyoshi SUDO
Chief Representative,
JICA Mozambique Office,
Japan International Cooperation
Agency



Based on the minutes of meetings on the Detailed Planning Survey on the Project for Enhancing Capacity of Investment Promotion and Facilitation (hereinafter referred to as "the Project") signed on 23rd of April 2015 between the Investment Promotion Centre (hereinafter referred to as "CPI") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with CPI and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that CPI, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of the Republic of Mozambique.

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on 31st March 2005 (hereinafter referred to as "the Agreement") and the Note Verbales No.203 /A/13 exchanged on 11th of December, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of the Republic of Mozambique (hereinafter referred to as "GOM").

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on 23rd of April 2015

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description in the minutes of meetings for the Detailed Planning Survey on the Project signed on 24th of April, 2015 (Appendix 3).

I. BACKGROUND

The Republic of Mozambique has recorded high economic growth averaging 7.5% in the past 5 years (IMF), and it is expected that its rapid development will continue due to stable political condition, development of natural resources recently found, accelerated agricultural development and other supporting factors. Under this situation, foreign companies, including Japanese, started to have increasing interests to Mozambique as a destination of investment, and look for business opportunities mainly for resource-based industries such as coal, natural gas and wood, and agricultural development along Nacala development corridor.

GOM recognizes an importance of promoting foreign direct investment, and increasing foreign and domestic direct investment is one of the objectives in the Government Five Year Plan (2015-2019), the overall national development plan of the country. In addition, GOM has been strengthening the policy measures through enacting a policy paper specifically targeting investment promotion, Strategic Plan for the Promotion of Private Investment, PEPiP (2014-2016). The recent direct investment amount approved by Investment Promotion Centre (CPI) has also been increasing rapidly, from USD 4.2 billion in 2013 to USD 7.1 billion in 2014, and is expected to increase further along with the government strategy. However, despite the effort by CPI in providing investment promotion services for the surging number of investment projects, CPI is in acute need to strengthen its capacity and further improve the quality of services as the core government organization to lead investment promotion.

In response to GOM's request, JICA has been extending technical cooperation to CPI since 2012 by sending "Investment Promotion Advisor" from 2012 to 2013 and "Investment Promotion Advisor for Capacity Building" from 2014 to 2015. Reinforcing capacity of CPI to take central role in investment promotion has been proactively assisted, through the advisors' activities in sorting out of potential Japanese investment projects, organization of peer-learning / training programme with the third country Investment Promotion Agencies (IPAs), recommendations for human resource development of CPI, advice in relation to information technology (IT) system development and preparation/update of investment promotion tools. However, in order to respond to the rapidly increasing investment in the recent years, further strengthening of CPI's capacity for investment promotion and facilitation is required.

Based on the above-mentioned background, GOM requested to GOJ the implementation of a technical cooperation project for enhancing capacity of CPI for investment promotion and facilitation.

II. OUTLINE OF THE PROJECT

Details of the Project are described in the Project Design Matrix (PDM) (Annex 1) and the Plan of Operation (PO) (Annex 2).

1. Input

(1) Input by JICA

(a) Dispatch of Experts

JICA experts will be dispatched in the following areas:

- Investment Promotion
- Investment Approval / Investment Facilitation
- Organizational Management
- Information Management

One of the experts will act as Chief Advisor of the Project. Experts in other areas could be mobilized, if deemed necessary by both Japanese and Mozambican sides.

(b) Training

JICA will receive personnel nominated by Project Director in consultation with JICA experts for training in Japan and/or third countries.

Input other than indicated above will be determined through mutual consultations between JICA and CPI during the implementation of the Project, as necessary.

(2) Input by CPI

CPI will take necessary measures to provide at its own expense:

- (a) Services of CPI's counterpart personnel and administrative personnel as referred to in II-2;
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- (c) Supply or replacement of equipment and any other materials necessary for the implementation of the Project other than the equipment provided by JICA;
- (d) Information as well as support in obtaining medical service;
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- (f) Available data (including maps and photographs) and information related to the Project;
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(a) Project Director

Director General of CPI will be Project Director and responsible for the overall administration and implementation of the Project.

(b) Project Manager

Deputy Director General of CPI will be Project Manager and responsible for managerial and technical matters of the Project.

(c) Counterpart Staff

For effective implementation of the project activities, sufficient number of counterpart staff with adequate qualification is to be assigned from relevant sections including Information and Marketing Service, Business Development Service, Business Linkages Service, Project Management Service and Administrative & Human Resources Service.

(2) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to CPI on any matters pertaining to the implementation of the Project.

(3) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deemed necessary. JCC will review the progress, revise the overall plan when necessary, approve an annual work plan, conduct evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4.

3. Project Site(s) and Beneficiaries

The project activities are conducted mainly in Maputo City

Staff of CPI (direct beneficiaries)

Staff of organizations related to investment promotion, Investors (indirect beneficiaries)

4. Duration

The duration of the Project will be four (4) years from the arrival of the first Japanese expert.

5. Reports

CPI and the JICA experts will jointly prepare the following reports in English.

(1) Progress Report on regular basis until the project completion

(2) Project Completion Report at the time of project completion

6. Environmental and Social Considerations

(1) CPI will abide by 'JICA Guidelines for Environmental and Social

Considerations' in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

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- (1) ensure that the technologies and knowledge acquired by the the Republic of Mozambique nationals as a result of Japanese technical cooperation contributes to the economic and social development of the Republic of Mozambique, and that the knowledge and experience acquired by the personnel of the Republic of Mozambique from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-1(1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in the Republic of Mozambique.

Other privileges, exemptions and benefits will be provided in accordance with the Agreement on Technical Cooperation signed on 31st of March, 2005 between GOJ and GOM.

IV. MONITORING AND EVALUATION

JICA and CPI will jointly and regularly monitor the progress of the Project through the Monitoring Sheets based on the PDM and PO. The Monitoring Sheets will be reviewed every six (6) months.

Also, Project Completion Report will be drawn up one (1) month before the completion of the Project.

JICA will conduct the following evaluations and surveys to verify sustainability and impact of the Project and draw lessons. CPI is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, CPI will take appropriate measures to make the Project widely known to the people of the Republic of Mozambique.

VI. MISCONDUCT

If JICA receives information related to suspected corrupt or fraudulent practices in the implementation of the Project, CPI and relevant organizations shall

provide JICA with such information as JICA may reasonably request, including information related to any concerned official of the government and/or public organizations of the the Republic of Mozambique.

CPI and relevant organizations shall not, unfairly or unfavorably treat the person and/or company which provided the information related to suspected corrupt or fraudulent practices in the implementation of the Project.

VII. MUTUAL CONSULTATION


JICA and CPI will consult each other whenever any major issues arise in the course of Project implementation.

VIII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and CPI. However, PO may be amended in the Monitoring Sheets.

The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

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- Annex 3 Project Organization Chart
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Activities	Inputs		Important Assumption
	The Japanese Side	The Mozambican Side	
<p>1-1 The current situation of CPI's investment promotion activities is analyzed (in terms of classification of investment promotion activities, division of responsibility among sections/staff, annual planning/monitoring of activities, concrete workflow of conducting respective activity items, etc.).</p> <p>1-2 Based on the results of the analysis, problems of the current investment promotion activities are identified, and course of action is worked out for improving the activities to achieve higher investor orientedness.</p> <p>1-3 Concrete actions for improving investment promotion activities are taken through daily operation and by referring to other countries' good practices. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Information provision for interested investors (including management of client information) - Development/improvement of investment promotion materials (such as sector profile and investment guide) - Organization of promotional events (such as missions and seminars) - Selection of priority target market and proactive promotional activities for such market <p>1-4 CPI's way of conducting promotion activities in a investor-oriented manner is established (through preparation of manuals etc.).</p>	<p>1. Japanese Experts (1) Investment Promotion (2) Investment Approval / Investment Facilitation (3) Organizational Management (4) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel (1) Project Director (2) Project Manager (3) Counterpart staff</p> <p>2. Suitable office space with necessary equipment (printer, copying machine, etc.)</p> <p>3. Equipment and any other materials necessary for the implementation of the Project</p> <p>4. Running expenses necessary for the implementation of the Project</p>	
<p>2-1 The current situation of CPI's operations related to investment approval, business licensing support and investment monitoring is analyzed (in terms of concrete workflow of each operation, division of responsibility among the staff of Project Management Service, coordination with other organizations, etc.)</p> <p>2-2 Based on the results of the analysis, problems of the operations related to investment approval, business licensing support and investment monitoring are identified, and course of action is worked out for improving the operations to achieve higher investor orientedness.</p> <p>2-3 Concrete actions for improving the operations are taken referring to other countries' good practice. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Management of investment approval: Shortening and/or simplification of approval process, information management of proposed projects - Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses) - Investment monitoring: Effective communication with approved investment projects, information management of realized investment <p>2-4 CPI's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established (through preparation of manuals, Standard of Procedure, etc.).</p>			
<p>3-1 Relevant knowledge concerning PEPiP implementation is acquired.</p> <p>3-2 Appropriate measures are taken for advancing PEPiP implementation making use of the knowledge acquired.</p>			
			Pre-Conditions
			
			<Issues and countermeasures>

2

4

Project Design Matrix

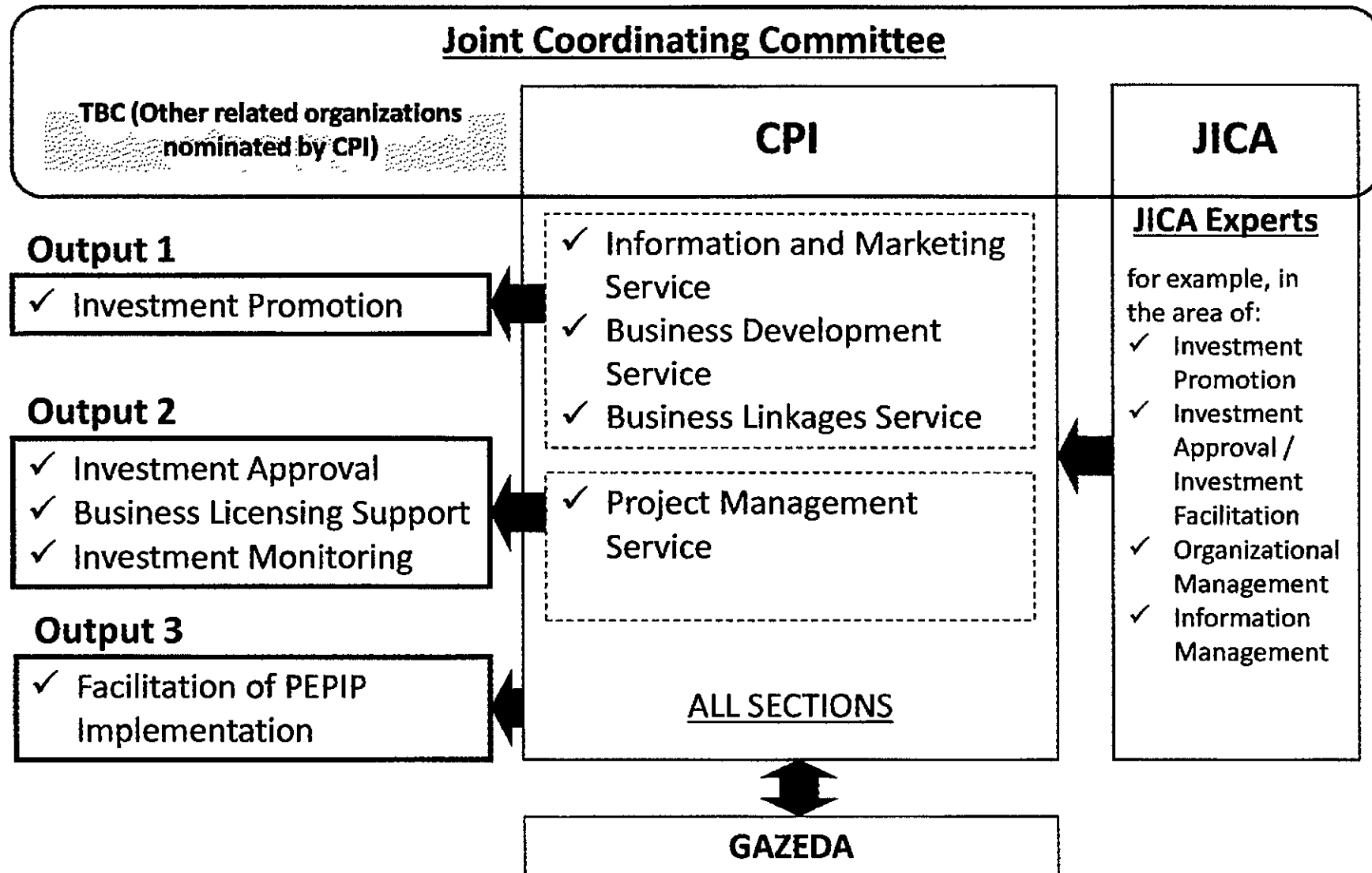
Project Title: Project for Enhancing Capacity of Investment Promotion and FacilitationImplementing Agency: Investment Promotion Centre (CPI)Target Group: Staff of CPI (direct beneficiaries), Staff of organizations related to investment promotion, Investors (indirect beneficiaries)Period of Project: (month), 2015~(month), 2019Project Site: Maputo CityModel Site: (none)

Version 0

Dated XX May, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal National and foreign direct investment is increased.	- Number and amount of national and foreign direct investment approved by CPI. - Number and amount of realized national and foreign direct investment approved by CPI.	- CPI's report - CPI's report	There will be no socio-economic incident which has substantial negative changes on direct investment in Mozambique.		
Project Purpose CPI's capacity for investment promotion and facilitation is enhanced.	- Investors' satisfaction - Period required for obtaining investment approval	- Interview to national and foreign companies. - Interview to CPI, relevant government offices, national and foreign enterprises	There will be no substantial negative changes in investment policy of the Mozambican government.		
Outputs 1 CPI's investment promotion activities are improved.	(To be elaborated later.)	(To be elaborated later.)	Authority and organization of CPI will not be substantially changed.		
2 Operations for investment approval, business licensing support and investment monitoring become smooth and effective.	(To be elaborated later.)	(To be elaborated later.)			
3 PEPIP implementation is advanced through facilitation by CPI.	(To be elaborated later.)	(To be elaborated later.)			

Project Organization Chart



Appendix 2

MAIN POINTS DISCUSSED

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添付 2: 合同調整委員会会合議事録

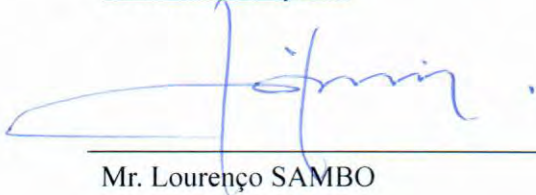
MINUTES OF MEETING

**1st Joint Coordination Committee (JCC)
for
Project for Enhancing Capacity of Investment Promotion and Facilitation
in
The Republic of Mozambique**

Held on:
March 18, 2016
Hotel Avenida, Maputo

Confirmation by CPI

Confirmation by JICA Project Team



Mr. Lourenço SAMBO
Director General
Investment Promotion Centre
(Project Director)

Hidekazu TANAKA
Team Leader
JICA Project Team for Enhancing Capacity of
Investment Promotion and Facilitation in the
Republic of Mozambique

**JICA Project for Enhancing Capacity of Investment Promotion and Facilitation
in the Republic of Mozambique**

Minutes of Meeting

The 1st Joint Coordination Committee (JCC) Meeting
Date: Friday, 18 March 2016, 09:00 ~12:00
Venue: Hotel Avenida
Participants: See the list attached

1. Opening Remarks

Opening Remarks by Mr. Lourenço Sambo, Director General of Investment Promotion Centre (CPI)

Firstly I would like to thank Japan International Cooperation Agency (JICA) for the launching of this project. As you know, one of the main priorities of the Mozambican government, as expressed in its Five-Year Plan (2015-2019), is to promote national and foreign direct investment and create enabling business environment in Mozambique. Investment Promotion Centre (CPI), as a national agency with the mission to promote investment in Mozambique, has a great need for assistance for strengthening of its activities and improvement of quality of services provided.

In recent years, JICA, based on the request from the Government of Mozambique, has cooperated with the investment promotion agencies, in particular with the CPI in various promotional activities. During the period from 2012 to 2015, JICA assisted the CPI in the design, production and printing of promotional tools as well as in capacity building activities. In concrete terms, this support included organization of the CPI and IPEX Delegate Program for Japan Road Show in March 2015, learning good practices from Mauritius BOI, preparation of provincial profiles, publication of bilingual PEPIP booklets, and production of Investment Guide in Japanese and English, among others.

In this context, we would like to deeply thank for the support by Japanese Government, and in particular this technical cooperation project by JICA in relation to the reinforcement of CPI's ability to promote and facilitate investment.

Opening Remarks by Mr. Katsuyoshi Sudo, Resident Representative of JICA Mozambique Office

On behalf of the Government of Japan and JICA I would like to address to all of you

and thank you in advance for your willingness and commitment. I take great pleasure to participate in this first Joint Coordination Committee for the "Project for Enhancing Capacity of Investment Promotion and Facilitation in Mozambique".

The implementation of this project mirrors the commitment of the Japanese Government in promoting investments in African countries. The commitment with Mozambique was made during the TICAD V, the Fifth International Conference of Tokyo for Africa's Development held at Yokohama in 2013. Taking the opportunity of TICAD V, Japan signed with Mozambique the first bilateral investment treaty in Sub-sahara Africa.

This project aims to strengthen the CPI's ability to better meet the needs amid rapid increase in investment in recent years. CPI acts as a key agency in investment promotion. For JICA this meeting represents a great opportunity to address the need for inter-ministerial coordination as contribution of member institutions of this meeting is indispensable for the promotion of investment for the country in a board sense. To attract and facilitate investment there is need to strengthen the direct or indirect counterpart agencies of this project by sharing knowledge and experience.

In this connection, JICA would like to emphasize that the consultants led by Mr. Tanaka alone cannot find solutions. There is a call for dedication and support from the concerned institutions and their staff in addressing effective solutions to the problems faced by this country. Today JICA consultants will present the work plan for the four years of the project, so your comments and suggestions will be valuable and essential to the success of the project.

Finally, we hope a frank discussion to be held concerning the project's methodologies and operation processes in this meeting.

2. Presentation Session

The following presentations were conducted by CPI and JICA Expert Team.

- 1) "Update on Investment Promotion in Mozambique" by Mr. Nuno Maposse, Information and Marketing Coordinator, CPI
- 2) "Outline of the Project and the Work Plan" by Mr. Hidekazu Tanaka, Team Leader of JICA Expert Team

3. Question and Answer (QA) Session

After the two presentations, Question and Answer session was held.

The QA session was moderated by **Mr. Lourenço Sambo**, General Director of CPI,

starting by the following remarks.

- He began by thanking Mr. Nuno Maposse, Information and Marketing Coordinator, for his presentation on investment promotion in Mozambique. He also mentioned the following points.
- He thanked Mr. Hidekazu Tanaka, team leader of JICA Expert Team, for his presentation on the outline of the project and work plan for “Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique”.
- This was the first meeting for the technical cooperation project on capacity enhancement for CPI, facilitated by JICA, and we now have the team of consultants attached to CPI.
- Although good presentations were made, there will be some questions on the information on the slides and the explanation by presentators, and any of the participants here is invited for questions and comments.

Mr. Sambo elaborated on the issue of recent decline in investment in Mozambique as follows.

- While it is true that 2015 was not a good year for investment but such an adjustment period is normal due to economic situation. The challenge is to recover from the decline, for which the reasons are well-awared by CPI, and to work hard to this end in collaboration with JICA Project and associated parties.

Mr. Eduardo Sengo, Deputy Executive Director of the Confederation of Mozambican Associations (CTA) then made remarks on the project which he considers as a good means to accelerate investment and job creation. He added that while the role of the CPI is clear, the role of other PEPiP members is less so and this meeting needs to clarify this point. The focus of activities seems to be on the CPI and three other members of PEPiP: GAZEDA, IPEME, and IPEX.

He mentioned Mr. Tanaka’s presentation and the trend in investment when comparing 10 years from 1996 to 2005 and 5 years from 2006 to 2010. He suggested extending the comparison period for ten years up to 2015, since we saw far more investment increase in 2012 and 2013. He urged that we should not be too worried about the fall in investment (in 2015) as it is cyclical and derived from international economic environment. He emphasized that it was important to note that these investment trend will produce future impact in Mozambique economy.

Mr. Sambo also touched upon the issue of investment monitoring, noting that while

more projects have been approved there is less information on investment realization, thus the monitoring would help us informed of current project progress.

Mr. Aníbal Mbalango, Director at Mozambique Revenue Authority (AT) said the presentation by Mr. Nuno Maposse was useful for us but contained limited information. He mentioned that investment fell from \$7.1 billion in 2014 to \$1.7 billion in 2015 and attributed this to variations in the economy adding that these numbers should also be noted by AT. He felt that the status of investment in Mozambique needs to compare with the average in Sub-Saharan Africa and raised the following related issues:

- How is the regional average (Sub-Saharan Africa) investment inflow?
- How can we get the benefit from the work by the JICA Expert Team?

Mr. Nuno Maposse answered the questions by responding as follows:

- On his presentation, he uses less text and more tables and graphics to avoid just reading text on slides.
- The data presented has been sourced from WB and other publicized reports.
- The economy has cycles to have impact on investment.
- A thorough study is needed to help ascertain what was the cause of 2015 decline and take lessons to work for improvement.
- The world is changing and these changes need to be monitored so that we can adjust accordingly. He suggested learning from the best practice such as Mauritius, ranked number one in Africa, is necessary for ease of doing business.
- Mediation and intervention initiatives are vital for the development of PEPiP.
- It will be crucial to focus on the operationalization of incentives such as tax charges.

Mr. Tanaka made the following additional remarks:

- The non-mega investment projects approved by CPI tend to have more employment generation effect, compared to mega-projects for resource extraction investment.
- Mauritius has a high level of investment because it offers tax heaven, but it does not have abundant natural resources such as Mozambique. This makes Mozambique more attractive and it is important to use existing resources for the benefit of the country.

- The Project will take cautious approach to recommend for regulatory changes, looking at the current situation and the business environment. The team will introduce its activities to each PEPiP member institution to gain understanding and cooperation.

He added that the following should also be considered:

- In case of Mozambique, Japanese investors are motivated by resource exports to decide investment for export processing for international market, rather than domestic market which is small.
- To finalize our Work Plan comments and suggestions from the participants are expected to be sent back in a week from now.
- It is necessary to review PEPiP implementation progress.
- The team would like to assist wherever it can and each member has a task in the project.

Mr. Sambo presented the discussion by addressing the five pillars of PEPiP.

1. To improve the business environment.
2. To empower the public and private sector.
3. Identify specific projects within the province and the private sector.
4. Identify the target market.
5. Empowerment of companies.

He said that the focus of PEPiP is not only CPI, but JICA Team will meet regularly with CPI for updating issues, and added the following comments:

- The decline in investment projects occurs not only by cyclical reasons. For example, the investments in Mozambique started to grow from 1992, the end of the civil war, but there was a drop after impact of floods in 2000.
- The recent commodity price fluctuation induces changes in investment patterns and investment is decreased in many other countries.
- The speakers had done comprehensive research and all stakeholders of PEPiP have a crucial role to play in the promotion of the investment and must take specific and innovative measures.
- An information center is needed where investors can access general information on all the requirements to invest, from guarantees, to tax and licensing matters.

For example, a recently adopted ministerial decree is being left unnoticed by investors.

- An assessment is needed to identify what can be done to jumpstart more investment while better monitoring processes will improve results and investment analysis.
- Mozambique has implemented many reforms, such as a one stop shop (BAU)
- It is important to share the consultants' Work Plan and information, in this regard, to be emailed to all members.

Mr. Sambo also focused on business competitiveness in Mozambique and other countries. There is need to look at the local business environment and examples such as government's authorization of Anadarko (American Gas and Oil Company) to explore natural gas in Mozambique. He stressed the need for fiscal transparency and added that the CPI was just a pivot in business facilitation and that all parties must participate to optimize the deliverables.

Mr. Gil Bires, Deputy General Director, Office for the Accelerated Economic Development Zones (GAZEDA)

Mr. Bires said that there is little explanation on how JICA Project will contribute to the implementation of PEPiP actions and asked the following:

- What is the role of PEPiP stakeholders to contribute towards GDP growth?
- How can we bring in more support elements from Project?

Mr. Anibal Mbalango of AT made the following points:

- It is necessary to identify the strategy for doing business improvement. The institutions tend to focus on their own rather than overall goals and some are doing better than others.
- After attracting investors for tax benefit, AT will be under pressure on the tax benefit (for investors) and it is necessary to work together to achieve investment goals as well as tax revenue.
- On a trip to Mauritius he noticed that many investors invest via Mauritius but there are limited local staff managing investment projects. If focusing on Mauritius as a comparison, he asked what lessons could be learned from their tax system and applied from the Mauritian experience.

4. Closing remark

Mr. Susumu Katsumata, Industrial Development and Public Policy Department, JICA, concluded the meeting with remarks that PEPiP is important for this Project activities to be effective. He thanked those present for their excellent cooperation and support, especially the speakers. He also said that JICA Expert Team will study on investment potential for Mozambique in cooperation with the CPI.

He stressed the need to support these efforts by sharing information, decisions and general cooperation. He also gave his assurance that the PEPiP, supported by JICA Expert Team for implementation, will enable the CPI and PEPiP members to achieve project objectives and bolster investment.

[END]

Attachment-1: Agenda

Attachment-2: List of Participants

Attachment-1: Agenda

Time	Activity
9:00-9:30	Registration
9:30-9:45	Opening remarks - Mr. Lourenço SAMBO, General Director of CPI - Mr. Katsuyoshi SUDO, Chief Representative of JICA Mozambique Office
9:50-10:10	Presentation 1 - Update on Investment Promotion to Mozambique (Trend on Investment, changes of rules and regulations, progress of PEPIP etc.) (Mr. Nuno Maposse, Information and Marketing Coordinator, CPI)
10:15-10:40	Presentation 2 - Outline of the Project and the Work Plan (Mr. Hidekazu TANAKA, Team Leader of JICA Expert Team)
10:45-11:45	Discussion - Feedback on the Work Plan (All)
11:50-11:55	Closing Remark - Mr. Susumu KATSUMATA, Industrial Development and Public Policy Department, JICA
12:00-13:00	Lunch

Attachment-2: List of participants

No.	Name	Position	Organization	Email address
CPI				
1	Lourenço Sambo	General Director	Investment Promotion Center (CPI)	lsambo@cpi.co.mz
2	Nuno Maposse	Coordinador	Business Development Services Investment Promotion Center (CPI)	nmaposse@cpi.co.mz
3	António Macamo	Coordinator	Services of Business Linkages - CPI	amacamo@cpi.co.mz
4	Belarmina Capitine	General Director	Business Development Services- CPI	bcapitine@cpi.co.mz
5	Nirza Ó da Silva	Officer	General Director Office- CPI	nirzaodasilva@cpi.co.mz
6	Dique Bacar	Officer	Project Management Services- CPI	
PEPIP Members				
7	Claire Mateus Zimba	General Director	Institute of Promotion of Small and Medium Enterprises (IPEME)	clairezimba@ipeme.gov.mz Czimba.zimba0@gmail.com
8	Aníbal Mbalango	Director	Mozambique Revenue Authority (AT)	mbanibal@gmail.com
9	Gil Bires	Deputy General Director	Office for the Accelerated Economic Development Zones (GAZEDA)	gbires@gazeda.gov.mz
10	Carlos Mucavel	General Director	Agriculture Promotion Center (CEPAGRI)	carlosmucavel@gmail.com
11	Leonor Tamele	Officer	Office of Planning, Studies and International Cooperation (GPECI)	tamelejoanaleo@gmail.com
12	Paulo Risco	Deputy General Director	Zambezi Valley Development Agency (Adz)	
13	Albino Mahumane	General Director	National Institute of Tourism (INATUR)	amahumane@inatur.org.mz albinomahumane34@gmail.com
14	Abdula Momade	Director of Investments	National Institute of Tourism (INATUR)	amomade@inatur.org.mz
15	Stefânia Muandane	Economist	National Petroleum Institute (INP)	Stefania.muendane@inp.gov.mz
16	Eduardo Sengo	Deputy Executive Director	Confederation of Mozambican Associations (CTA)	esengo@cta.org.mz
Embassy of Japan/ JICA Mozambique				
17	Tetsuro Ito	First Secretary	Embassy of Japan	
18	Misato Taki	Attache	Embassy of Japan	
19	Katsuyoshi Sudo	Resident Representative	JICA Mozambique Office	
20	Chiharu Morita	Deputy Representative	JICA Mozambique Office	
21	Simões Victorino	Programme officer	JICA Mozambique Office	SimoesVictorino.MZ.jica.go.jp
JICA HQ/ Expert Team				

22	Susumu Katsumata	Deputy Director General	Industrial Development and Public Policy Department, JICA	
23	Hiroki Sakamoto	Private Sector Devt Div 1	Industrial Development and Public Policy Department, JICA	
24	Hidekazu Tanaka	Team Leader/ Investment Promotion	JICA Expert Team	
25	Munetoshi Ishida	Deputy Team Leader/ Organization Management	JICA Expert Team	
26	David Robbetze	Investment Approval/ Facilitation	JICA Expert Team	
27	Ryota Sai	Investment Approval/ Facilitation	JICA Expert Team	
28	Yukiyo Yamada	Information Management	JICA Expert Team	

MINUTES OF MEETING
2nd Joint Coordination Committee (JCC)
for
Project for Enhancing Capacity of Investment Promotion and Facilitation
in
The Republic of Mozambique


Held on:
March 29, 2017
Hotel Avenida, Maputo

Confirmation by GPI

Confirmation by JICA Project Team



Mr. Lourenço SAMBO
Director General
Investment Promotion Centre
(Project Director)



Hidekazu TANAKA
Team Leader
JICA Project Team for Enhancing Capacity of
Investment Promotion and Facilitation in the
Republic of Mozambique

**JICA Project for Enhancing Capacity of Investment Promotion and Facilitation
in the Republic of Mozambique**

Minutes of Meeting

The 2nd Joint Coordination Committee (JCC) Meeting

Date: Wednesday, 29 March 2017, 09:00 – 12:30

Venue: Hotel Avenida

Participants: See the list attached

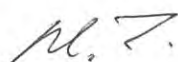
1. Opening Remarks

Opening Remarks by Mr. Lourenço Sambo, Director General of Investment Promotion Centre (CPI)

It is with great pleasure that I welcome you all to the 2nd meeting of the Joint Coordination Committee of the Project to Strengthen the Capacity for Investment Promotion and Facilitation in Mozambique. I would like to thank the public institutions present here, which have already held bilateral meetings with the Consultants sponsored by the Japanese International Cooperation Agency (JICA), in order to strengthen the institutional coordination mechanisms for the promotion and facilitation of investments in Mozambique. This is a very important event in the framework of strengthening the institutional coordination mechanism initiated in 2012 with JICA, with the aim of developing activities to promote and facilitate investment in Mozambique. We are pleased to report that this second meeting of the Joint Coordination Committee of the Project to Strengthen the Capacity for Investment Promotion and Facilitation in Mozambique has as its main objective to share the progress of the achievements of institutional coordination from the beginning of its implementation up to now as well as scheduling future actions.

Between 2012-2015, a JICA technical expert supported the CPI in the implementation process of PEPiP, production of promotional material, visits to other investment agencies in the region, signing of bilateral agreements, among other actions that benefit the promotion and facilitation of investments in general, and public-private dialogue between Japan and Mozambique. Based on the achievements and lessons learned from previous technical cooperation, the Mozambican Government, through the CPI, signed a new agreement, which consisted in strengthening the capacity for investment promotion and facilitation. The following activities were carried out, among others: 1) Training and capacitating of staff members in the Microsoft Excel program, from the user's point of view; 2) Training of CPI and GAZEDA officials in Japan on techniques for attracting Japanese investment, whose report we will be pleased to share in this session;

We are sure that actions undertaken as well as those yet to be carried out are of great use to investors seeking to develop business in Mozambique as they contribute to the consolidation of the perception that Mozambique is a preferred destination for investment in Africa as well as in the World. At the last meeting of November 23, 2016, we shared the Government's decision to create a new Agency for the Promotion of Investment and Exports, known as APIEX in short, whose purpose is the promotion and



facilitation of private and public investments as well as exports, in accordance with the objectives and goals of the Government's economic policy. In this session, we will share in some detail the situation of the establishment of this Agency.

With these words, I would like once again to thank you for your presence and to declare opening the 2nd meeting of the Joint Coordination Committee of the Project to Strengthen the Capacity for Investment Promotion and Facilitation in Mozambique.

Opening Remarks by Mr. Katsuyoshi Sudo, Resident Representative of JICA Mozambique Office

It is with great pleasure that, on behalf of the Government of Japan and on behalf of JICA, Japan International Cooperation Agency, I address you all, whom I thank in advance for your availability, despite of your very busy schedules, to participate in this Second Joint Coordination Committee regarding the "Project for the Strengthening Capacity of Investment Promotion and Facilitation in Mozambique".

This meeting takes place a few weeks after the visit of His Excellency the President of the Republic of Mozambique to Japan, which provided an opportunity to reaffirm the commitment of both governments to accelerate Mozambique's economic and social growth. In addition, Japan signed in June 2013 with Mozambique the first bilateral investment treaty in Southern Africa, and, it is worth recalling, that this Project aims to strengthen the capacity of the CPI to better respond to investors' needs as well as to create mechanisms that attract more investments.

We hope that the visit of His Excellency the President of the Republic to Japan, may have contributed to attracting investment, as reported in the media, so this meeting provides an opportunity for a reflection on the path that the Agency for Promotion of Investment and Export should continue in the current context of greater rationalization of resources in order to create bases for a satisfactory achievement of the three outputs targeted by the Project by March 2020.

In its policy towards Mozambique, JICA prioritizes the Human Resources Development Pillar, aiming at strengthening it through the sharing of knowledge and experience, therefore five (5) CPI and GAZEDA staff members participated last February in a training course in Japan. And, because we have heard that the participants have applied themselves in learning, I thank you and I appreciate your active and dedicated participation. We hope that the report to be presented by the participants finds a balance in the importance that other institutions and other staff members may represent in seeking their own solutions to their problems in order to respond to the challenges of promoting and attracting investment in Mozambique. In conclusion, the consultants will present the implementation plan of the new PEPIP, so your comments and suggestions will be essential for the success and improvement of the business and investment environment in Mozambique.

Finally, we expect a frank discussion that includes concrete methodologies and processes that can strengthen the Investment Promotion Strategy.

2. Presentation Session

The following presentations were conducted by CPI and JICA Expert Team.



M. T.

- 1) JICA Project Activity for the 1st Year (2016) and plan for the 2nd Year (2017), by JICA Expert Team
- 2) Report on Training in Japan, by Mr. Chaibo Selemene, Director of Administrative and Human Resource Division, CPI
- 3) New PEPiP Implementation Plan (2017-2019), by Mr. Hidekazu Tanaka, Team Leader of JICA Expert Team
- 4) Outline of the new merged organization, APIEX, by Mr. Lourenço Sambo, General Director, CPI

3. Question and Answer (QA) Session

The QA session was organized twice during the meeting and moderated by Mr. Lourenço Sambo, General Director of CPI

1st QA session

- Mr. Gil Bires, Deputy Director General of GAZEDA stated that in the context of the new structure – APIEX – it is necessary to revise legislation on Special Economic Zones and Export. There is need for the introduction of new instruments to help investors.
- Mr. Geraldo Albasini, Deputy Director of INNOQ asked if there was any provision from JICA to assist financially the implementation of new centers for certification and validation as well as for consultancy.
- Mr. Ramafane Ernesto from IPEME asked if there were any other good practices gained from the Training in Japan which can be applied in Mozambique.
- Mr. José Jossias, Director of Services of IPEX, stated that export issues should be included in the 2017/2020 PEPiP Plan.

To answer the questions posed by some of the participants in the QA session, the JICA Team Leader, Mr. Hidekazu TANAKA, replied:

- The present scope of the Project is being set out in the beginning with the function of CPI for its investment promotion and facilitation. This may cover some of activities of GAZEDA in terms of investment promotion, however, it does not include export promotion. Our team's activity is based on agreement between the governments, which need to be amended in case for including those activities not covered by the present scope.
- In the current Project, there is no provision for the JICA to assist financially the certification and validation processes of INNOQ. In implementing PEPiP, the role of JICA Project is to monitor the progress of each activities to be conducted by each PEPiP member, but not to be involved in each activity implementation.

Regarding the question raised by the representative of IPEME, Mr. Chibo Selemene on behalf of all trainees answered that he realized the process of custom clearance and image building of the countries are important issues to be addressed.

Followingly, Mr. Julio Antonio added that JETRO was one of good references during training programs, in terms of Free Incubator Office Space, and One-Stop-Service/Business Center which provide necessary supports to foreign investors.



M.T.

In his turn, the DG of CPI, Mr. Lourenço SAMBO, said that:

- PEPiP is a Government strategy, and any of its changes need a consultation process that takes time and such changes have to be finally approved by the Council of Ministers.
- It is clear that for the next training programs, additional areas, such as special economic zones and export, should be included. The training is supposed to cover all types of investment projects, and it is included in Pillar 2 (Investment Promotion).

2nd QA session

- Mr. Anastacio Chembeze, Director General of Professional Training Institute (INEFP) suggested that the name INEFP should be removed from the working documents because it does no longer exist and asked for more clarification about the training program of the Project in terms of human capital. Specifically he asked how his organization could contribute for capacity building and training. He further asked how the new National Vocational Institute could fit in the whole process/project.
- Ms. Domingos Muecato from AT (Tax Authority) asked about the role of her institution in the whole process. She asked if representatives from AT could be included in the next training trips in order to obtain the experience of the countries to be visited regarding fiscal incentives in the investment and facilitation framework process.
- Mr. Pascoal Mocumbi Jr from ENH asked about the role that is expected from ENH in Pilar 3 of the PEPiP Action Plan as well as its role in the Technical Council.
- Ms. Domingos Muecato from AT (Tax Authority) asked why Vietnam and Malaysia are selected as destinations for training in third country.

To answer the questions posed by some of the participants in the QA session, the JICA Team Leader, Mr. Hidekazu TANAKA, replied:

- As far as human capital is concerned, it is a standard practice of Japanese investors to cater for technology transfer and training of local labour. The Government of Mozambique should consider on what can be done to encourage training offered by investors. The experience of Japanese investment in other countries like Thailand, Malaysia, supports in that direction. There are some differences and some similarities between Mozambique and other countries, like Vietnam and Malaysia. Mozambique has great potential in terms of natural resources, but has a limited market, unlike Thailand, for example. There must be some consideration by governments on what is necessary to support professional training at firm level, not leaving this to the investors alone. For example, INEFP, or the new institution that deals with professional training in Mozambique, can define the necessities and requirements. The same applies to ENH. ENH can decide on how to develop this country's capacity in energy-related sectors. Taking Malaysia for example; with natural resources, similar to the ones of Mozambique, they have invested human resource capital in resource related sectors by sending their engineers for overseas training in countries like Australia.
- Japan has very limited experience in investing in Africa compared to Asian countries, such as China, Korea, Taiwan and southeast Asian countries. The reason we are proposing Vietnam and Malaysia as study visit, is their similarity to Mozambique. Vietnam, for example, 40 years ago,



was in a situation very similar to the current Mozambique, with vast natural resources were discovered, the country has a very long coast line like Mozambique. Besides, we have come to realize that Mozambique has very good relations with Vietnam.

In his turn, the DG of CPI, Mr. Lourenço SAMBO, said that:

- AT should be in all phases of the training and investment processes, but the participation of all of us in this kind of meeting should be considered as part of training because it includes different sectors.
- Regarding training, we are about to sign an agreement with UNIDO, to be financed by the African Development Bank, for the development of institutional capacity building. So, training must be always present in PEPiP. We must have a Master Plan for capacity building and professional training based on the country's resources.
- The inclusion of other institutions, like ENH, INP, INNOQ and others has to do with the industrialization of the country. Studies must be carried out about their contribution to the development of the country. For the definition and setting up of a benchmark for industrialization policies. Members of other institutions will be included in future training trips.

Mr. Gil Bires from GAZEDA, intervened to inform the meeting that for the setting up of APIEX, other institutions will be invited to give their input whenever it is necessary.

4. Closing Remark

Mr. Hidetake Aoki, Deputy resident representative, JICA Mozambique Office, concluded the meeting with remarks that the JICA project has been implemented well in cooperation with the Government of Mozambique, GAZEDA and IPEX as well. He stated that the Project for Nacala Corridor has been recently approved. Then, he also mentioned that the President of Mozambique made his first visit to Japan this month; during the schedule, he attended the investment seminar organized by JETRO, in which investment promotion tool "Laws and Regulations for FDI in Mozambique" prepared, as part of activities of the JICA project, was delivered to participants. He added that it was a good opportunity for Japanese companies to know some outcomes from the JICA project, and sought continuous support from JETRO

Mr. Lourenço Sambo, Director General of Investment Promotion Centre (CPI) closed the meeting with remarks that the successful implementation of PEPiP requires constant efforts from each PEPiP member. He stated that Japan has been providing various assistances to Southern African countries including Mozambique in the field of investment promotion. Regarding the visit of the President of Mozambique to Japan, he also mentioned that the President have a meeting with the Chairman of JETRO.

-END-

Attachement-1: Agenda

Attachment-2: List of Partisans



M. T.

Attachment-1: Agenda

Time	Session Title	Presenter/Lead
8:30	Registration	
9:00	Opening Remarks	Mr. Lourenço SAMBO, General Director of CPI Mr. Katsuyoshi SUDO, Resident Representative of JICA Mozambique Office
9:10	Presentation 1: JICA Project Activity for the 1 st Year (2016) and plan for the 2 nd Year (2017)	JICA Team
9:50	Presentation 2: Report on Training in Japan	Mr. Chaibo Selemane (CPI)
10:10	Presentation 3: New PEPIP Implementation Plan (2017-2019)	JICA Team
10:30	Question and Answer Session	All JCC members
11:00	Coffee break	
11:10	Presentation 4: Outline of the new merged organization, APIEX	Mr. Lourenço SAMBO, General Director of CPI
11:50	Question and Answer Session	All JCC members
12:20	Closing Remarks	CPI/JICA



M. T.

Attachment-2: Participant List

Investment Promotion Center		
No.	NAME	POSITION HELD
1.	Lourenço Sambo	General Director
2.	João Godinho Alves	Deputy General Director
3.	Lúcia Mendes	Head of General Director Office
4.	Chaibo Selemane	Director, Administration and Human Resource Division
5.	Emilio Ussene	Director, Project Management Division
6.	Nuno Maposse	Coordinator, Business Development Division
7.	António Macamo	Coordinator, Business Linkages Division
8.	Samuel Forquilha	Legal issues Advisor
9.	Joaquina Gumeta	Maputo City Delegation
10.	Megui Bila	Maputo Provincial Delegation
11.	Júlio António	Business Development Division
12.	Sattie Rohit	Project Management Division
13.	Suzana Cossa	Project Management Division
14.	Danúbio Lado	Information and Marketing division
15.	José João	Information and technology officer
16.	Abel Mading	Business Development Division
17.	Samuel Forquilha	Legal Adviser

PEPIP Members and Ministries			
No.	INSTITUTION/ORGANIZATION	NAME	POSITION HELD
1.	Office for the Accelerated Economic Development Zones (GAZEDA)	Gil Bires	Deputy General Director
2.	Office for the Accelerated Economic Development Zones (GAZEDA)	Teresa Martins	Director of Marketing
3.	Office for the Accelerated Economic Development Zones (GAZEDA)	Emilio Almoço	Officer
4.	Institute of Export Promotion (IPEX)	José Jossias	Director of Services
5.	Zambezi Valley Development Agency (Adz)		
6.	Agriculture Development Fund (FDA, former CEPAGRI)	Delfim Vilissa	Officer
7.	National Institute of Tourism (INATUR)	Kátia Gaspar	Officer..
8.	Directorate of Private Sector Support (DASP)	Nicolau Sululo	National Director
9.	Mozambique Revenue Authority (AT)	Domingos Muecato	Director
10.	Mozambique Revenue Authority (AT)	Lizete Tovela	Officer
11.	National Hydrocarbons Company (ENH)	Pascoal Mocumbi Jr	Comercial Director
12.	National Petroleum Institute (INP)		
13.	Institute of Promotion of Small and	Ramafane Ernesto	Director of Services



M. Z.

	Medium Enterprises (IPEME)		
14.	National Institute for Quality Standardization(INNOQ)	Geraldo Albasini	Deputy General Director
15.	IFPELAC (former INEFP, Institute for Professional Training)	Anastacio Chembeze	General Director
16.	Confederation of Mozambican Associations (CTA)	Celso Cuambe	Adviser
17.	Office of Planning, Studies and International Cooperation (GPECI), MEF	Leonor Tamele	Officer
18.	Ministry of Industry and Commerce	Sozinho Boane	Officer
19.	Ministry of Industry and Commerce	Jose Atiso	

No	NAME	POSITION HELD
JICA MOZAMBIQUE		
1.	Katsuyoshi Sudo	Resident Representative
2.	Hidetake Aoki	Deputy resident representative
3.	Hiroshi Yokoyama	Assistant Representative
4.	Simões Victorio	Program Officer
JAPAN EMBASSY		
5.	Koji Hanawa	First Secretary
6.	Yasuma Takao	Researcher/ Adviser
JETRO Johannesburg (Observer)		
7.	Fumito Takahashi	Director
JICA PROJECT TEAM		
8.	Hidekazu Tanaka	Team Leader/ Investment Promotion
9.	Munenori Ishida	Deputy Team Leader/Organizational Management
10.	Hikaru Oguchi	Investment Approval / Investment Facilitation (Legal Aspect)
11.	David Robbete	Investment Approval/ Facilitation (Business Environment)
12.	Ryota Sai	Investment Approval/ Facilitation (Procedure)
13.	Yukiyo Yamada	Information Management

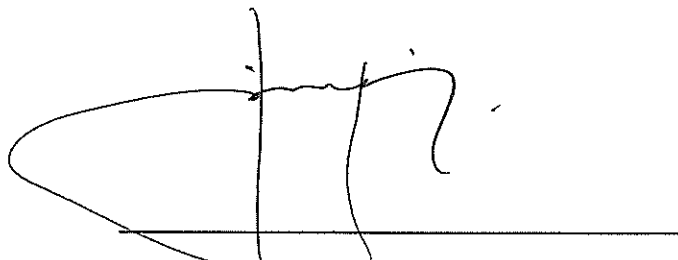


M. T.

MINUTES OF MEETING
3rd Joint Coordination Committee (JCC)
for
Project for Enhancing Capacity of Investment Promotion and Facilitation
in
The Republic of Mozambique

Held on:
May 11, 2018
Hotel Avenida, Maputo

Confirmation by APIEX



Mr. Lourenço SAMBO
Director General
Agency for Promotion of Investment and
Exports (Project Director)

Confirmation by JICA Project Team



Mr. Hidekazu TANAKA
Team Leader
JICA Project Team for Enhancing Capacity of
Investment Promotion and Facilitation in the
Republic of Mozambique

**JICA Project for Enhancing Capacity of Investment Promotion and Facilitation
in the Republic of Mozambique**

Minutes of Meeting

The 3rd Joint Coordination Committee (JCC) Meeting
Date: Friday, 11 May 2018, 09:00 – 12:30
Venue: Hotel Avenida
Participants: See the list attached

1. Opening Remarks

1) Opening Remarks by Mr. Hiroaki Endo, Chief Representative of JICA Mozambique Office

It is a great pleasure for me, on behalf of JICA - Japan International Cooperation Agency, to address all of you, whom I thank for your attendance despite your very busy schedules, to participate in this third Joint Coordination Committee on the "Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique".

Two (2) years have already passed since the start of this Project, while the Government of Mozambique has been doing some reforms in order to improve the attractiveness of foreign investment including the revision of the foreign labor employment regulation and the National Strategic Plan for the Promotion of Investment (PEPIP).

On February 2 of this year, the Mozambique-South Africa Business Forum was held in Tokyo organized by JETRO and UNIDO, with the participation of APIEX, was an opportunity to reaffirm our commitment to improve the process of promotion and attraction of investment to Mozambique.

Moreover, Japan signed with Mozambique the first bilateral investment treaty in Southern Africa in June 2013. It is worth recalling, for this Project, which aims to strengthen APIEX's capacity to better respond to investors' needs as well as create mechanisms that attract more investments to Mozambique.

One of the mechanisms created by the project in partnership with APIEX is the elaboration of the investment guide for Mozambique to be presented at this meeting that it is a fundamental instrument in the process of promotion and attraction of Investment to Mozambique.

Nonetheless, this meeting should serve as an opportunity for reflection on the path that the Investment and Export Promotion Agency (APIEX) should follow in the current context of further rationalization of financial and human resources in order to create sustainable bases for the achievement of the three Outputs expected by the Project until March 2020.

However, progress on the project is satisfactory owing to the good coordination of APIEX with the cooperation of your Excellencies despite some structural changes.

In its policy towards Mozambique, JICA prioritizes the Human Resources Development Pillar, aiming at strengthening it through the sharing of knowledge and experience, and five (5) APIEX officers participated last January in the training course in Japan in subjects of promotion and attraction of Investment with the objective of improving the institutional capacity of APIEX.

H. Endo

We have heard that the participants have done a great deal to apprehend, we thank and appreciate your active participation and dedication. We hope that the report presented by you will find a balance in the importance that other institutions and staff may have in seeking their effective solutions to their own problems, in order to respond to the challenges of the promotion and attraction of Investment in Mozambique.

In closing, as we were already at the beginning of the second half of the project, we would like to ask for the continued support of APIEX and other project participants to maximize project results.

Finally, we expect a frank discussion that includes concrete methodologies and processes that can strengthen the Investment Promotion Strategy.

Thank you for your attention.

2) Opening Remarks by Mr. Lourenço Sambo, Director General of Agency for Promotion of Investment and Exports (APIEX)

It is with great pleasure that I welcome you all to the 3rd meeting of the Coordination Committee of the Project to Strengthen the Capacity for the Promotion and Facilitation of Investments in Mozambique.

I would like to thank the Government institutions present here for their willingness to participate in this event and in other previous events in order to strengthen institutional coordination mechanisms in the promotion and facilitation of investments in our country.

The Strengthening of the Investment Promotion and Facilitation Capability in Mozambique is a project supported by JICA, which began in the year 2016, with a duration of 4 years and includes the Investment Promotion and Facilitation areas and the implementation of the Strategic Plan for the Promotion of Private Investment in Mozambique (PEPIP)

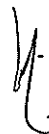
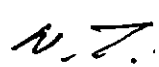
We are pleased to inform you that this third meeting of the Project Coordination Committee for Capacity-Building for Investment Promotion and Facilitation has as its main objectives the signing of the Revised Agreement on the Project, sharing the progress of the actions carried out within the framework of institutional coordination, the challenges encountered in the process of implementing this project, as well as presenting the proposed activities for the remaining two years, that is, from now until the year 2020.

We are convinced that the actions carried out so far and those still to be carried out are of great usefulness not only to us but also to those investors seeking to develop business in Mozambique as they contribute to the consolidation of the perception that Mozambique is a preferred destination for investment in Africa and in the World.

In conclusion, allow me to express my thankfulness for the great support that the Japanese Government, through JICA, has been providing to our country in the various spheres of socio-economic development in general, and for the commitment made by JICA to continue to this Project, in particular.

I would also like to say a word of appreciation and gratitude to the JICA team, who have done everything possible to ensure that this project is as smooth as possible.

I invite all members of the Coordination Committee of the Project to Strengthen the Capacity for Promotion and Facilitation of Investments present here to participate in the discussions on how to take better advantage of the activities carried out by this Project.

With these words, I would like once again to thank you for your presence and to declare open the 3rd Meeting of the Coordination Committee of the Project to Strengthen the Capacity for Promotion and Facilitation of Investments in Mozambique.

Signing of Minutes of Meeting for Revision of RD

After the opening remarks, the signing of Minutes of Meeting for Revision of Record of Discussion (RD) took place, between APIEX, being represented by Mr. Lourenço Sambo, Director General and JICA, represented by Mr. Endo, Chief Representative of JICA Mozambique Office.

2. Presentation Session

The following presentations were conducted by members of JICA Expert Team and staff of APIEX.

- 1) JICA Project Activity as mid-term (2016-17) and plan for the remaining 2 Years (2018-19), by JICA Team
- 2) Report on the Hiring of Foreigners in Mozambique (Draft), by JICA Team
- 3) Mozambique Investment Guide (Draft), by JICA Team
- 4) Report on Training in Japan, by Ms. Victória Paulo, Project Management Division, APIEX

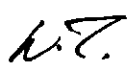
3. Question and Answer (QA) Session

1st Q&A SESSION: JICA Project activities and Report on the Hiring of Freigners in Mozambique

Mr. Anastácio CHEMBEZE – General Director, IFPELAC

On the Hiring of Foreign Workers:

- We work every day with issues related to the hiring of foreign workers. It is good that you have made this study and presented some challenges.
- The Labour Law is currently under revision and many other instruments/regulations will be affected by this revision. I advise this study report to be submitted to the Ministry of Labour to be taken into account.
- I believe that this will contribute also to the Doing Business Environment. But we have seen also many violations of the Labour Law by the foreign companies, for instance, the National Qualifications Framework and The Common Workers Qualifiers are not taken into account to verify if those foreign workers are needed or not. For example, there is a regulation that says that for professions that do not exist in the country, or those which specialty Mozambique does not have, there is a Common Qualifier, often the instruments that the country has to safeguard, are not taken into consideration. The required tests are not made to see if such foreigners are really necessary.
- There is no plan for the transfer of competences/skills in order that at the end of a certain period such knowledge has been passed on to the Mozambicans. It is necessary to create mechanisms to operationalize this instrument;
- Investors need to be sensitized to the issue of transfer of knowledge and technologies. Firms don't have a specific skills transfer plan can be checked or monitored. The Observatory of Work has to be helped to develop a curriculum for the training of Trainers. Investors could also support this process.



- As I said before, IFPELAC, like APIEX, is also in the process of reform. There are changes/revision of the Law of Professional Training, which will be based on the needs of the labour market by the National Authority that regulates the training which the two subordinate structures of professional trainings.
- The needs of the private sector have to be addressed. For example, there is a JICA-supported project on food, automotive, blacksmithing and construction, which has determined that levels are in line with the needs of the labour market. We still lack trainers, new equipment and structures. We need specific interventions and training centers. Information is not always available and there is a need to disseminate this information.

Ms Leonor JOANA - Officer, AT

- The AT is conducting a study on the Fiscal Benefits to the Foreign Investors, as AT is currently revising the fiscal benefits code. Mozambique does not have a policy for the concession of fiscal benefits. We are doing a study to gather information and knowledge on how to concede fiscal benefits by sector.
- However, there is a question; "Is it really necessary to give fiscal benefits to investors?"
- AT needs a study with the Ministry of Economy and Finance regarding a specific policy and strategy on this issue. The purpose of this study will take into account the strategy of granting fiscal benefits by sectors. It will involve other institutions related to this matter; We have to decide if tax benefits are necessary and why.
- It is said that Mozambique does not coordinate the criteria for granting benefits and criteria for hiring foreigners. These issues need to be harmonized;
- AT is worried about its own problems (revenue collection) - there will be a revision of the code of tax benefits.

Mr. Bernardo MANHIÇA - Officer of Support of Private Sector, FDA

- Similarly, to the other institutions, the FDA is also undergoing restructuring. This is an ongoing process, it is not yet complete. The FDA has already begun to carry out some activity of former CEPAGRI. There are already new structures, e.g., Investment and monitoring, will coordinate with APIEX.
- We are also in the process of filling its Human Resources, and engaged in a permanent dialogue forum with its partners.
- There are processes of analysis of the subjects/issues that take a lot of time: From SDAEs at District level, through sector economic activities to the national / ministry level. With the forum we want to shorten this distance/length of the process. There is a great room to improve response, and training of SDAEs' technicians, who are trained in matters of economy.

Mr. Euleutério MABJAIA – Director of Services, IPEME

- IPEME has experience in training SMEs through regional training centers at each provinces.
- IPEME works with the SDAEs – in a project financed by JICA, IPEME has been working in the districts for the creation of micro enterprises for the last 3 years, through one-district one-product scheme. It has been training SDAEs to be autonomous in the setting up of companies.
- IPEME has been working with Argentina in another project for the transfer of industrial technologies and know how.

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Dr. Lourenço SAMBO – Director General, APIEX

- APIEX is also in the process of reform. We must work in order to improve Law 23/2014 which brought many new things, one of which is the teaching/learning based on competency standards aimed at answering the needs of the labour market. It is necessary to include the National Authorities of the Professional Competencies.
- We have a JICA project that resulted from a study carried out that determined that some of the qualifications should be developed at certain levels and it is based on that that we are training our trainers to meet those demands. It will be necessary to make reforms/changes in the existing training centers with new structures (software and hardware).
- On the other hand, the proposal for the organization structuring of APIEX has still to be approved by the Council of Ministers. We will do everything to ensure that the proposal is approved as soon as possible.
- As somebody mentioned, it is indeed necessary to make the information available in other languages.
- Since those material and reports are distributed today, and maybe the participants have no time to read through them. But there is still time to analyze them and bring questions. There is still room for revision.
- Until the end of this semester we are going to submit the Next PEPiP to the Council of Ministers;

Mr. Hidetake AOKI - Deputy resident representative, JICA Mozambique Office

- We are also waiting for the approval of the Council of Ministers on the Next PEPiP DG has referred to.

Ms. Akiko ABE – JETRO Maputo Office

- The Japanese Government has an assistance program for the transfer of knowledge and technologies to the Mozambicans, through supporting worker training programs.
- There are enterprises that want to establish industries in Mozambique, but there are difficulties in finding partners in Mozambique for the establishment of partnerships in industry.
- Land acquisition is very problematic and expensive in Mozambique. Large companies can afford the cost, but difficult for small and medium companies.

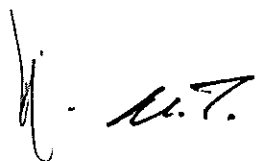
Mr. Hidekazu TANAKA – Team Leader, JICA Project Team

- We would like to have opportunity for consultation with Ministry of Labour about the report for foreigners' employment.
- I think some kind of incentive mechanism is required for foreign investors to transfer know-how to locals. It is a question that we can deepen/discuss more during our stay.
- How can foreign SME investors intervene in Mozambique? We still have time to debate and study this question.

2nd Q&A SESSION: Mozambique Investment Guide and Training in Japan 2018

Mr. Anastácio Chembeze - General Director, IFPELAC

- The investor guide is a tool not only for investors but for everyone in Mozambique. It will facilitate interaction, it will help us to direct the information to investors. Even without going to APIEX,



investors can get firsthand information about general procedures on how to invest in Mozambique. I would like to congratulate the JICA TEAM in this regard;

4. Closing Remark

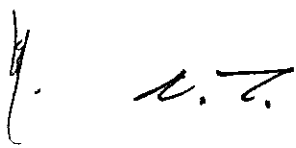
Closing Remarks by Mr. Lourenço Sambo, Director General, APIEX

- I appreciate all JCC Members for their contributions to the debates. Then I appreciate the JICA Project Team for the presentation on Investment Monitoring, Investment Facilitation and Mobilization and the Draft Investors Guide. This meeting has informed participants about the development strategy being drawn that will: (i) improve the doing business environment; (ii) strengthen capacity building; (iii) promotion of investors' participation.

-END-

Attachement-1: Agenda

Attachment-2: List of Partisans

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REPÚBLICA DE MOÇAMBIQUE
MINISTÉRIO DA ECONOMIA E FINANÇAS
Agência para a Promoção de Investimento e Exportação

Project for Enhancing Capacity of Investment Promotion and Facilitation in
the Republic of Mozambique

3rd Joint Coordination Committee Meeting

Agenda

Time	Session Title	Presenter/Lead
08H30	Registration	
09H00	Opening Remarks	Mr. Hiroaki Endo, Chief Representative of JICA Mozambique Office
09H08	Opening Remarks	Mr. Lourenço SAMBO, Director General of APIEX
09H15	Signing of Minutes for Revision of RD	Mr. Endo, JICA/Mr. Sambo, APIEX
09H20	Presentation 1: JICA Project Activity as mid-term (2016-17) and plan for the remaining 2 Years (2018-19)	JICA Project Team
10H00	Presentation 2: "Report on the Hiring of Foreigners in Mozambique" (Draft)	JICA Project Team
10H30	Question and Answer Session (1)	JCC Members
10H50	Coffee break	
11H00	Presentation 3: "Mozambique Investment Guide" (Draft)	JICA Project Team
11H30	Presentation 4: Training in Japan 2018	Ms. Victória Paulo, APIEX (Leader of Training Participants)
12H00	Question and Answer Session (2)	JCC Members
12H20	Closing Remarks	Mr. Sambo, DG, APIEX

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Participant List

JCC Members			
No.	ORGANIZATIONS	NAME	POSITION HELD
1.	AdZ	Reinaldo E.J. Mendiante	Director – Investment & Promotion
2.	FDA	Bernardo Manhiça	Officer of Support of Private Sector
3.	INATUR	Egas Tembe	Officer
4.	DASP	Nicolau Sululo	National Director
5.	AT	Leonor Joana	Officer
6.	ENH	Mussa Tembe	Director
7.	INP	Ferrão Vasco	Economist
8.	INP	Elma Ferreira	Officer
9.	IPEME	Eleutério Mesjá	Director of Services
10.	INNOQ	Sara Muchanga	Officer
11.	IFPELAC	Anastácio Chembeze	General Director

APIEX		
No.	NAME	POSITION HELD
1.	Lourenço Sambo	Director General
2.	João Godinho Alves	Former CPI - Deputy Director General
3.	Gil Bires	Former GAZEDA - Deputy Director General
4.	Lúcia Mendes	Former CPI - Head of General Director Office
5.	Emílio Ussene	Former CPI - Director of Project Management Division
6.	António Macamo	Former CPI - Coordinator of Business Linkages Division
7.	Belarmina Capitine	Former CPI - Director of Business Development Services
8.	Dínis Lissave	Former GAZEDA - Special Economic Zone Services
9.	Victória Paulo	Former CPI - Project Management Division
10.	Megui Bila	Former CPI - Maputo Province Delegation
11.	Nirza Ó da Silva	Former CPI – Legal Team
12.	Nelza M. David	Former CPI - Business Linkages Service
13.	Carmen Ezequiel	Former GAZEDA Special Economic Zone
14.	Eva Tatiana Meque	Former CPI - Maputo Province Delegation
15.	Oswaldo Namuaca	Former CPI- SPX program
16.	Teresa Martins	Former GAZEDA – Communication & Marketing Division
17.	Danúbio Lado	Former CPI - Information and Marketing Division

W.T.

18.	Adelino Dabata	Former GAZEDA - Industrial Free Zone Service
19.	Suzana Cossa	Former CPI - Project Management Division
20.	Joao Cuna	Former GAZEDA - Director of Industrial Free Zone Service
21.	Fernando Nhantumbo	Former CPI – AfDB Project

No	NAME	POSITION HELD
JICA MOZAMBIQUE OFFICE		
1.	Hiroaki Endo,	Chief Representative
2.	Hidetake Aoki	Deputy resident representative
3.	Yayoi Arima	Project Formulation Advisor
4.	Dalmiro Leonardo Joel	Public Relations Officer
EMBASSY OF JAPAN		
5.	Koji Hanawa	First Secretary
JETRO MAPUTO OFFICE (Observer)		
6.	Akiko Abe	Director
JICA PROJECT TEAM		
7.	Hidekazu Tanaka	Team Leader/ Investment Promotion
8.	Munenori Ishida	Deputy Team Leader/Organizational Management
9.	David Robbetze	Investment Approval/ Facilitation (Business Environment)
10.	Ryota Sai	Investment Approval/ Facilitation (Procedure)
11.	Yukiyo Yamada	Information Management
12.	Firmino Macuacua	National Consultant
13.	Adelito Notico	National Consultant
14.	Vania Matola	Project Assistant
15.	Paulino Langa	Lawyer-JLA ADVOGADOS
16.	Monica Levy	Lawyer-JLA ADVOGADOS

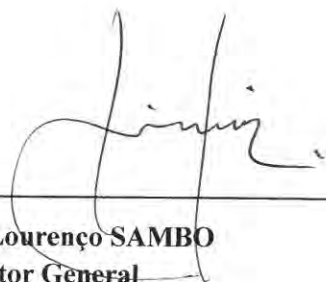


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MINUTES OF MEETING
4th Joint Coordination Committee (JCC)
for
Project for Enhancing Capacity of Investment Promotion and Facilitation
in
The Republic of Mozambique

Held on:
May 24, 2019
Hotel Avenida, Maputo

Confirmation by APIEX



Mr. Lourenço SAMBO
Director General
Agency for Promotion of Investment and
Exports (Project Director)

Confirmation by JICA Project Team



Mr. Hidekazu TANAKA
Team Leader
JICA Project Team for Enhancing Capacity of
Investment Promotion and Facilitation in the
Republic of Mozambique

**JICA Project for Enhancing Capacity of Investment Promotion and Facilitation
in the Republic of Mozambique**

Minutes of Meeting

The 4th Joint Coordination Committee (JCC) Meeting

Date: Friday, 24 May 2019, 09:00 – 12:30

Venue: Hotel Avenida

Participants: See the list attached

1. Opening Remarks

1) Opening Remarks by Mr. Lourenço Sambo, Director General of Agency for Promotion of Investment and Exports (APIEX)

It is a great honor for me to welcome all those present on the occasion of the 4th Meeting of the Coordination Committee of the Project to Strengthen the Capacity for the Promotion and Facilitation of Investments in Mozambique.

I would like to thank the institutions present here for your participation in this event, as well as in all the previous meetings organized by the Agency for the Promotion of Investment and Exports (APIEX) in coordination with JICA, through the Project for Strengthening the Capacity for the Promotion and Facilitation of Investments in Mozambique, with the purpose of strengthening institutional coordination mechanisms for greater efficiency in the promotion and facilitation of investments in our country.

The Project to Strengthen the Capacity for Investment Promotion and Facilitation in Mozambique, supported by JICA, covers the areas of (1) Investment Promotion, (2) Investment Facilitation and (3) Elaboration of the Strategic Plan for the Promotion of Investment and Trade in Mozambique (PEPIC).

The purpose of this meeting is to share the progress of the actions carried out within the framework of institutional coordination, the challenges encountered in the PEPIC preparation process and the results that JICA hopes to achieve by the end of the project in 2020.

Finally, I would like to express my sincere thanks to the Japanese Government for the assistance it is offering to our country, hoping that the project will bring more contributions not only to APIEX but also to other related institutions. We also extend words of appreciation to the JICA team for their commitment during the course of the project that is about to end.

I invite all members of the Coordination Committee of the Project to Strengthen the Capacity for Promotion and Facilitation of Investments here to participate actively in the discussions that will follow.

With these words, I would like once again to thank you for your presence and to declare open the 4th Meeting of the Joint Coordination Committee of the Project to Strengthen the Capacity for the Promotion and Facilitation of Investments in Mozambique.

2) Opening Remarks by Mr. Hiroaki Endo, Chief Representative of JICA Mozambique Office

Allow me first to address the warm and cordial welcome greetings to the fourth meeting of the Joint Coordination Committee.

It is with great pleasure that, on behalf of JICA - Japan International Cooperation Agency, I express to all of you, to whom I thank for your availability despite the very busy agendas, to participate in this meeting, which aims to share the report of the activities of last year and plan activities for the current year of project implementation. It is important to mention that your presence is a source of great encouragement to continue to maintain cooperation on this project.

This project started in March 2016 and lasts for 4 years. During its 3 years, JICA's team of consultants has been supporting APIEX by conducting various activities related to investment promotion and facilitation. Let me cite some of the activities conducted:

- 1- Draw and produce promotional materials such as the investment procedures guide;
- 2- Strengthening of APIEX functions in investment monitoring;
- 3- Improvement of drafting PEPIC Plan.

Since this is the last year of the Project, APIEX has the challenge of finishing all the remaining project activities to benefit all the results generated by the project. We wish APIEX to work closely with JICA Experts and applies the instruments provided or learned through their own daily operations.

To maximize the achievement of the project objectives, in a sustainable way, the consolidation and officialization of its institutional structure for APIEX including the nomination of the key personnels is absolutely important.

We expect APIEX to accelerate with the necessary processes for the consolidation of its institutional structure as well as the finalization of legal documentation, the establishment of an organigram and the appointment of the key members of the technical team.

This meeting serves as an opportunity for the presentation and discussion of the project activities, and we would like all participants to learn from what has been achieved by the project and an active exchange of ideas and opportunities.

Finally, allow me to acknowledge and thank in a clear and unequivocal way the enthusiasm with which the event begins and we look forward to a more dynamic, productive meeting, a frank discussion that includes concrete methodologies and processes that can strengthen the effective implementation of the project.

2. Presentation Session

The following presentations were conducted by members of JICA Expert Team and staff of APIEX.

- 1) The 3rd Project Achievements (2018-19) , by JICA Team

- 2) The plan for 4th Year Project Activities (2019-20), by JICA Team
- 3) Strategic Plan for the Promotion of Investments and Exports (2020-2030) 2nd Version, by Mr. Dins Lissave, APIEX
- 4) Report of study visit to Malaysia, by Mr. Octavio Zefanias, APIEX

3. Question and Answer (QA) Session

1st Q&A SESSION: JICA Project Activities and PEPIC 2nd Version

Mr. Xavier CAETANO, INNOQ

- On the statistical data presented by JICA: are these data sourced from the National Statistics Institute, or are they from APIEX?
- As function of INNOQ, the conformity evaluation, including normalization, certification and measurement instruments verification, is not reflected in the Strategic Plan.
- In response, Mr. TANAKA informed the meeting that all data on projects' approval was collected from APIEX. The information on projects' implementation was acquired from the provinces and export data from the National Statistics Institute's website.
- Director SAMBO clarified that all the national statistical data is collected by several institutions, like the Bank of Mozambique, but it is compiled and coordinated by the National Statistics Institute (INE). Data is collected by other licensing institutions/sectors like Agriculture, Mining, etc. However, it is true that INE sometimes publishes outdated data, from 2014, for example, that was recently made public in an international conference.

Mr. Filipe LANGA, INE

- INE is a part of the National Statistics System and coordinates all the data collection through different institutions, such as the Central Bank. All information is taken into account by the INE. All institutions are advised to send all their information to INE. What happens is that, sometimes there is a time lag between the collection, compilation and publication of the data.

Mr. Lázaro NHANGOMBE, FDA

- FDA must be included in the activities of the Strategic Plan in bullets 1.1.4, 2.4.1, and 2.4.2.
- Since the DG encouraged other Institutions to be included in order to make this Plan inclusive, I would like to suggest Ministry of Sea, Interior Waters and Fisheries to be included in this JCC/PEPIC.

Mr. Januário SOCA, IFPELAC

- In Action Plan evaluation, I wonder if the level 2 and 5, stated as "under implementation" is the same.
- Mr. TANAKA clarified that it was a mistake: point 5 should be "Under Planned".

Mr. Teófilo CHAU, CTA

- Asked if the Strategic Plan was aligned with Business Environment Improvement Plan.

- The DG replied that the Strategic Plan is being prepared in accordance with national plans including Business Environment Improvement Plan.

Mr. Roberto Mito ALBINO, Adz

- There is limited focus on the export promotion in the whole Strategic Plan. There should be more actions to enhance exports;
- INNOQ should certify the products to be exported in order to guarantee their quality. Currently, our agriculture products, such as macadamia, sugar or mango, are being certified in South Africa in order to be accepted internationally. We are aware of the high cost of international certification, but an effort must be made to gain right for certification.
- All JCC institutions are desirable to be included in the capacity building activities.

Ms. Margarida, Adz

- In the presentation about achievements of the investment monitoring activity, there is only data of the provinces of Maputo and Inhambane. How about the other provinces?
- Mr. TANAKA replied that the team got data only from a pilot monitoring activity in the two Provinces, Maputo and Inhambane. I guess that the monitoring situation might not be better in the provinces. When we visited Cabo Delgado, for example, the monitoring coverage was about 25%.
- Mr. SAI said that thanks to the assistance we asked from SDAEs in the Maputo Province, we finally managed to cover 70% of investment projects monitored. We are planning to visit other provinces, like Nampula, to share with them the experience of Maputo Province.
- Mr. Dinis LISSAVE, APIEX – said that on capacity building of other institutions, we are going to see to what extent they can be included. On exports, we have been discussing how we can improve information collection about exports as well as what other institutions and tasks can be included in the Pillars of the Strategic Plan. We shall seek help from other similar international institutions.
- DG SAMBO added that there is an export strategy that is being devised by the National Directorate for External Commerce. As for the collection of information on investment projects and their monitoring, we will seek help from other intervening institutions apart from SDAEs.

2nd Q&A SESSION: Report on Malaysia Study Tour

DG Lourenço SAMBO, APIEX

- There is a plan to create a One Stop Window at APIEX that will include other institutions such as the Fiscal Authority (AT), Ministry of Industry and Commerce, Immigration Services, etc.

Ms. Leonor, AT

- I welcome the initiative of creating a One Stop Window at APIEX, but stressed the necessity of not losing sight of AT's mandate as a tax collector aimed at contributing for the improvement of the state revenue.

Mr. Xavier CAETANO, INNOQ

- I am not sure about the feasibility of the creation of a new institution, for One Stop Window, taking into account the current financial situation and the Government decision not to create any new state/government institutions.

Ms Nilza de MENDONÇ, INP

- The institutions related to obstacles found through investment monitoring should be included in the proposed One Stop Window, such as Agriculture (DUAT), among others.

MS. Valentina MAFUIANE, IPEME

- Related with Malaysia Visit Report, there is a machine used in Malaysia to extract palm oil, which we could use their experience and expertise to add value to our manioc/cassava and sweet potatoes.

Mr. Roberto Mito ALBINO, Adz

- Regarding Special Economic Zones, Industrial Parks and One Stop Windows, the District of Mocuba SEZ in Zambézia Province has already created such structures. APIEX could probably learn from their case.
- Regarding Study Visits it would be good if other institutions were invited to join. AdZ would finance its own cadres for the study visits, because we could learn something very useful from such trips.
- Mr. Octavio Zefanias of APIEX replied that the One Stop Window of MIDA is being set up in its Business Information Centre. At APIEX, the idea is to set up a window within a Department, rather than creating a new institution, that would involve all institutions dealing with investment promotion.
- Regarding the oil extracting equipment, the Malaysian company was invited to participate in our next FACIM this year. They also have cooperation agreements with the Eduardo Mondlane University's Agronomy Faculty in Maputo

Mr. TANAKA, JICA Team

- For PEPIC draft, JICA Team proposed to include sector-wise focus, through non-resource sectors including agriculture led by FDA, manufacturing and services by MIC, and also for resource-related sectors such as engineering, exploration and plant maintenance services, where INP and ENH may take a lead. We also consider regional focus is another important approach, which AdZ is already set up to cover region across provinces of Zambezi Valley.

Mr. Hiroaki Endo, Chief Representative of JICA Mozambique Office

- Thanked Mr. Lourenço SAMBO for his coordination and guidance for the 4th JCC Meeting. He believes that there is still a lot to be done before the end of the current JICA supported project to assist APIEX. He referred to the realization of TICAD VII in Yokohama, Japan, in August this year as it would be a good opportunity for Mozambique to showcase its potential for investment. JICA would like to add human capacity in the project as this is a very important issue.

4. Closing Remark

Closing Remarks by Mr. Lourenço Sambo, Director General, APIEX

The following can be taken as the result of this 4th JCC Meeting:

- APIEX has been authorized to proceed with the drawing of the implementation plan for the 2020 – 2030 Strategic Plan (PEPIC), while it is subject to the Cabinet's approval;
- The participants are encouraged to give their inputs to the PEPIC documents that are going to be finalized soon;
- Regarding the creation of the One Stop Window at APIEX, we must prioritize those institutions which are facing with obstacles in providing smooth services for investors, as suggested by our colleague from the INP. We must also make use of AdZ's experience;
- We have noted that there are sectorial focus to be included in the Strategic Plan, such as agriculture, mining and natural resources sectors, which needs to be paid attention.
- There is also a need to focus on the Special Economic Zones, in the Strategic Plan;
- Structuring APIEX is also our worry, not JICA's alone. We have been trying to do this from 2016. Fortunately, it is now the Government's priority also. In a recent meeting with the Prime Minister, he said he was also worried about the non-appointment of APIEX's Staff. He instructed the Minister of Industry and Commerce to work on that issue for changing the Agency into a National Public Institute.
- As for TICAD VII, our President will participate in the conference and he has instructed APIEX to prepare to showcase for Mozambique in a stand in Yokohama.

-END-

Attachment-1: Agenda

Attachment-2: List of Partisans



REPÚBLICA DE MOÇAMBIQUE
MINISTÉRIO DA ECONOMIA E FINANÇAS
 Agência para a Promoção de Investimento e Exportação

Project for Enhancing Capacity of Investment Promotion and Facilitation in
 the Republic of Mozambique

4th Joint Coordination Committee Meeting

Agenda

Time	Session Title	Presenter/Lead
08H30	Registration	
09H00	Opening Remarks	Mr. Lourenço SAMBO, General Director of APIEX Representative of the JICA Office
09H10	Presentation 1: Project Achievements (2018-19) Presentation 2: Plan for 4th Year (2019-20)	JICA Team
10H00	Presentation 3: Strategic Plan for the Promotion of Investments and Exports (2020-2030) 2nd Version	Dinis Lissave
10H30	Question and Answer Session	All JCC members Moderator: Mr. Lourenço SAMBO, General Director of APIEX
10H50	Coffee break	
11H00	Presentation 4: Report of study visit to Malaysia	APIEX (participants)
11H30	Question and Answer Session	All JCC members
11H50	Closing Remarks	APIEX/JICA
12H00	Lunch	

Participant List

JCC Members			
No.	ORGANIZATIONS	NAME	POSITION HELD
1.	Zambeze Valley Development Agency (AdZ)	Roberto Mito Albino	Director
2.	Zambeze Valley Development Agency (AdZ)	Margarida Bechardas	Technician
3.	Agriculture Development Fund (FDA)	Lazaro Nhangobe	Head of Investment Department
4.	Mozambique Tourism Authority (INATUR)	Nuno Fortes	Services Director
5.	National Directorate of Support for Private Sector Development (DASP)	Graça Caifaz	Technician
6.	Mozambique Revenue Authority (AT)	Avaleria Amos	Director
7.	Mozambique Revenue Authority (AT)	Leonor JoaoTamele	Tax Technician
8.	National Hydrocarbon Enterprise (ENH)	--	--
9.	National Petroleum Institute (INP)	Nelza De Mendonzoza	Cooperation Head
10.	Institute for Promotion of Small and Medium Enterprises (IPEME)	Valentina Mafuiane	Technician
11.	Institute for Promotion of Small and Medium Enterprises (IPEME)	Stefema Matuele	Technician
12.	Nasional Institute of Standardization and Quality (INNOQ)	Xavier Casteano	Department Head
13.	Institute for Vocational Training and Labour Studies (IFPELAC)	Januario Soca	Technician
14.	Confederation of Economic Association of Mozambique (CTA)	Teofilo Tcham	Manager
15.	Bank of Mozambique	Antonio Liane	Technician
16.	Ministry of Industry and Trade (MIC)	Igidio Jossias	Technician
17.	Ministry of Industry and Trade (MIC)	Graça Caifaz	Technician
18.	Mozambique Cereal Institute (ICM)	Francisco Carrajola	Assessor
19.	Mozambique Merchandise Exchange (BMM)	--	--
20.	Mozambique Stock Exchange (BVM)	Gloria Janeiro	Director
21.	National Statistics Institute (INE)	Geraldo Timbe	Head of Department

22.	National Statistics Institute (INE)	Filipe Langa	Delegate of Cip
23.	National Inspector for Economic Activities (INAE)	Acacio Foia	Inspector IGA
24.	National Directorate of Industry (DNI)	Gracinda Mussale	Department Head
25.	Ministry of Land, Environment and Rural Development (MITADER)	Salvo Tchamo	Technician
26.	Ministry of Justice, Constitutional and Religious Matters (MJACR)	--	--

APIEX		
No.	NAME	POSITION HELD
1.	Lourenço Sambo	Director General
2.	Lúcia Mendes	APIEX staff
3.	Belarmina Capatine	APIEX staff
4.	Dinis Lissave	APIEX staff
5.	Carmen Ezequiel	APIEX staff
6.	Octavio Zefanias	APIEX staff
7.	Telma Comé	APIEX staff
8.	Emilio Almoço	APIEX staff
9.	Nelza Banze	APIEX staff
10.	John Bene	APIEX staff

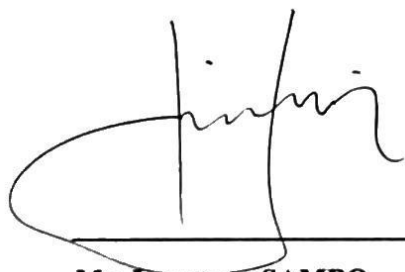
No	NAME	POSITION HELD
JICA MOZAMBIQUE OFFICE		
1.	Hiroaki Endo,	Chief Representative
2.	Hidetake Aoki	Deputy resident representative
3.	Hiroyuki Nonaka	Project Formulation Advisor
4.	Dalmiro Leonardo Joel	Public Relations Officer
EMBASSY OF JAPAN		
5.	Shintaro Torigoe	Researcher/ Advisor
JETRO MAPUTO OFFICE		
6.	Fumito Takahashi	Representative (JETRO Johannesburg Office)
7.	Atsushi Matsunaga	Director
JICA PROJECT TEAM		
8.	Hidekazu Tanaka	Team Leader/ Investment Promotion
9.	Munetoshi Ishida	Deputy Team Leader/Organizational Management

10.	Hikaru Oguchi	Investment Approval/ Facilitation (Legal issue)
11.	David Robbetze	Investment Approval/ Facilitation (Business Environment)
12.	Ryota Sai	Investment Approval/ Facilitation (Procedure)
13.	Firmino Macuacua	National Consultant
14.	Vania Matola	Project Assistant
15.	Irene Cossa	Secretary

MINUTES OF MEETING
5th Joint Coordination Committee (JCC)
for
Project for Enhancing Capacity of Investment Promotion and Facilitation
in
The Republic of Mozambique

Held on:
February 14, 2020
Hotel Avenida, Maputo

Confirmation by APIEX



Mr. Lourenço SAMBO
Director General
Agency for Promotion of Investment and
Exports (Project Director)

Confirmation by JICA Project Team



Mr. Hidekazu TANAKA
Team Leader
JICA Project Team for Enhancing Capacity of
Investment Promotion and Facilitation in the
Republic of Mozambique

JICA Project for Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique

Minutes of Meeting

The 5th Joint Coordination Committee Meeting

Date: Friday, 14 February 2020 09:00-12:30

Venue: Hotel Avenida

Participants: See *Attachment-2*

1. Opening Remarks

1) Opening Remarks by Mr. Lourenço Sambo, Director General of Agency for Promotion of Investment and Exports (APIEX)

It is a great honour to welcome you to the 5th and last Meeting of the Project Coordination Committee for Strengthening Capacity to Promote and Facilitate Investments in Mozambique.

I want to thank everyone for the invaluable presence and participation in this event, whose purpose is to strengthen the mechanisms of institutional coordination, for greater efficiency in promoting and facilitating investments in our country.

Strengthening the Capacity to Promote and Facilitate Investment in Mozambique, is a project supported by JICA, with a duration of 4 years, having started in 2016, consisting of three pillars, namely:

- (1) Investment Promotion,
- (2) Investment Facilitation, and
- (3) Elaboration of the Strategic Plan for the Promotion of Investment and Trade in Mozambique (PEPIC).

Bearing in mind that the project ends at the end of the 1st quarter of this year 2020, we want at this meeting to share, among other topics, the results of the main activities carried out, as well as the recommendations of the team of consultants who accompanied and supported this Committee of Institutional Coordination.

On behalf of this Committee and on my behalf, I would like to express our sincere thanks to the Japanese Government, for the assistance it has provided to our country, through various projects and in particular through this Project for Strengthening Capacity for Promotion and Facilitation Investment in Mozambique.

We are certain of the benefits that the Project has brought to the inter-institutional coordination process, through this Joint Coordination Committee, benefits that have become very visible, through the various training seminars inside and outside Mozambique, as well as the production of diverse promotional material, such as the following:

- Guide on Investment Procedures in Mozambique,
- Guide on Licensing Applications for economic activities,
- Report on the Hiring of Foreign Nationals,
- Report on Foreign Exchange Law and Regulation in Mozambique, and;
- Proposal for the Strategic Investment and Trade Promotion Plan, the 3rd version of which will be presented during this meeting.

We also extend words of thanks to the JICA team for their tireless efforts, both in development and in achieving excellent results for this project that is about to end.

Therefore, I invite all members of the Project Coordination Committee to Strengthen the Capacity to Promote and Facilitate Investments, to actively participate in the discussions that will follow, in order to make the meeting more productive and, consequently, to taking the boat to the first destination of an eternal and continuous inter-institutional coordination, in favour of the growth and sustainable socio-economic development of our beautiful country, through the increase of investment and exports.

With these words, I would like, once again, to thank you for your presence and declare the 5th Meeting of the Project Coordination Committee for Strengthening Capacity to Promote and Facilitate Investments in Mozambique open.

THANK YOU

2) Opening Remarks by Mr. Hidetake Aoki, Deputy Resident Representative of JICA Mozambique Office

On behalf of the Government of Japan and on behalf of JICA - Japan International Cooperation Agency, I would like to thank, first of all, everyone who honor us with their presence in this last Joint Coordination Committee (JCC) in particular, for those who always present from the first meeting.

This meeting, always meets high expectations, opens new horizons, calls for a demanding and critical dialogue on the Project's progress. The project contributed to the improvement of domestic and foreign investment through APIEX, as well as in the creation of guidelines for procedures necessary to establish an investment and in the dissemination of information through the Website. These services have already been provided to foreign investors and they confirm that they are a product of excellent quality.

For APIEX, the project added value by increasing its capacity through training, creation of several manuals, as well as in the establishment of a standard of operational procedures to maintain investment events.

On the basis of the project, APIEX is available to perform high quality work.

Although the country's economy has been stagnant for approximately five years, there is an expectation of growth of around 10% after 2023. Under these circumstances, the improvement

of the business and investment environment has already been well prepared for a better future in Mozambique.

In conclusion, I would like to thank the performance of all APIEX members and the project experts for their concentration and common effort.

TO ALL THANK YOU VERY MUCH FOR YOUR ATTENTION

2. Presentation Session

- 1) Project Activities and Achievements by JICA Team
- 2) Recommendations from Project Team
- 3) Strategic Plan for the Promotion of Investment and Exports (2020-2029) – 3rd Version, by Mr. Dinis Lissave, APIEX
- 4) Results of the 3rd Training in Japan, by Mr. Gil Bires, APIEX

3. Question and Answer Sessions (Moderator: Mr. Lourenço SAMBO, APIEX DG)

1st QA Session

Mr. Lourenço Sambo

- I would like to inform the audience that during the recent Business Seminar in Johannesburg, organized by APIEX in conjunction with the JICA Consulting Team, it was decided that an APIEX agri-business investment promotion event will be organized by the South African Department of Trade and Industry (DTI) and the Mozambican Consulate, in Nelspruit, Mpumalanga Province, during the first quarter of 2020;
- Another investment attraction event on Tourism and Agri-business will be organized in the Inhambane province in the second half of April 2020 (the Governor of the Inhambane Province was the guest of honor at the Johannesburg Seminar).

Note: There was no questions raised during the 1st QA session for JICA Team's draft PCR presentations and the draft PCR was considered to have been approved by JCC.

2nd QA Session

Mr. Mahomed Velar – General Director, Mozambique Cereal Institute (ICM)

- We have to put ourselves in the international market, especially in relation to agriculture products such as macadamia, tea, cashew nuts and other organic products. We have to be competitive, and we have to go the international open market. So, we have to improve our production and productivity; we have to improve the quality of our products, we have to train our producers (human resources);
- About the training report on the trip to Japan: it does not indicate what would be the 4 or 5 main lessons learnt (that should be outlined);

- During the presentations there is no reference on the possibility of the JICA Project for Enhancing APIEX Capacity being extended, nor there were given any ideas for a possible follow up program.

Ms. Victoria Paulo – CEO, Merchandise Stock Exchange (BMM)

- I was part of the Project's training course to Japan in 2018 as the Group Leader;
- During a visit to the Nagoya Great Initiative the Group learnt about some strategies on how to attract investment to the country: an evaluation of the country's necessities in a specific field have to be identified and a strategic plan has to be designed to achieve it.
- Thankful for being included in the training in Japan for APIEX and I thank also the Consultants;
- Regarding the experience we received in Japan - facilitating and promoting investment, we were explained that there is a methodology of attracting investment to the country in specific terms. At the Great Nagoya Initiative, we learned that they go looking for investors for specific, well-identified projects. They identify the country that has the technology they need. They travel to that country with a specific plan, with financial means and resources to convince the holder of the technology to bring it to a given project in the country; We could learn from this methodology;
- We have difficulties in identifying projects that benefit communities in need to fight poverty;
- We have to convince investors to leave their home countries and come to invest in Mozambique.
- I would like to suggest that the country start thinking about the oil industry. Japan has to import oil but it has developed ways to make use of the raw material produced by the petrochemical industry. It is a structuring industry that can create other industries, such as the production of plastic pipes for irrigation, plastic bags for use in hospitals, production of watches, fertilizers, etc.

Ms. Mavels Navessi – Technician, National Directorate of Industry (DNI)

- PEPIC: Organization chart on the transfer of technologies to be made by IPEME and the FDA, I would like to understand what is the transfer that can be made by these two institutions. Aren't there other sectors with partners where technology transfer can take place?
- Strategic actions: promotion and creation of Business Information Centers and BAÚS. Wouldn't it be more practical if, instead of creating another structure, the investor could collect information from the BAÚ?
- This way one would have all the necessary information about investment opportunities and on how to process the documentation, as well as other issues like where to get an environmental impact study or a specific license, etc.

Dr. Nicolau Sululo – Director, DASP

- I would like to thank the JICA Consultants who during these last 4 years have been committed to this Project that is now coming to an end;
- The Strategic Plan presented here is transversal and involves many institutions from various economic sectors in the country;
- There is a need to harmonize the deadlines / timings of other institutions that are part of this PEPIC, before it is presented to the Council of Ministers;
- Aftercare after approval (post-authorization assistance) to assess the degree of implementation of projects. This should be done not only by APIEX, but by other institutions involved in the referred project. Reference should be made to this issue in the 2020-2029 Strategic Plan.

Mr. Roberto Auzivo – DG, Zambeze Valley Development Agency (AdZ)

- The 2020-2029 Strategic Plan presented does not refer to its budgetary impact. It presents some data on budgetary needs that do not seem to be sufficient to carry out the Plan. For example, it does not refer to the budget needed for the realization of Expo Zambézia (a regional trade fair) that we are organizing together with APIEX, nor does it refer to the values necessary to meet the challenge of building the FACIM enclosure.
- It explains only of the 66 million USD for the construction of the APIEX headquarters building for a period of 5 years. This is very little. Taking this amount as a budget to the Council of Ministers, we run the risk of not being taken seriously.
- It remains to be indicated, for example, the budgetary needs for holding events at the national level, such as what Inhambane is going to do shortly;
- The budgetary needs for the provincial APIEX Delegations, or for the APIEX representations at the Embassies are not reflected;
- I would suggest that APIEX should revisit the budget issue for the Strategic Plan and project the financial needs for its realization;
- About the Project that is ending, it was a pity that it took place during a period of reforms of the newly created APIEX, which is not yet well structured, therefore it was not able to follow the work carried out by the team of consultants hired by JICA;
- Therefore, we should propose the extension of the Project for another two years to allow monitoring of the implementation and consolidation of some of the proposals, ideas, recommendations of the manuals produced during the project.

Mr. Abdul Mussuale – Director, Agriculture Development Fund (FDA)

- Experiences from the training trips must be divulged to the colleagues in the provinces;

- Mozambican farmers should be capacitated to improve their production and bring their products to international standards so that they can export to the region, to Africa and the rest of the world.

Mr. Jose Libombo Junior – Director, Institute for Promotion of Small and Medium Enterprises (IPEME)

- There is no indication about APIEX's weaknesses in the Report of the Project for the Enhancement of APIEX;
- There are some infrastructures for trade fairs in Manica which can be used for regional fairs, like the big FACIM, with the participation of neighboring countries, i.e., Zimbabwe, Malawi, Zambia, or the whole of the SADC Region. It could be used to host the upcoming investment attraction event organized by AdZ;
- Regarding the proposal of the previous speaker about the extension of the JICA Project and I would like to suggest three years instead of two years;
- There is need to come up with a solution to the land issue in such a way that we will be able to attract and retain investment. We could, for example, attract huge volumes of investment, but for that we need to probably discuss with the relevant ministry (Agriculture and Rural Development) and maybe couple investment proposals with the DUAT issue.

Mr. Atsushi Matsunaga – Director, JETRO Mozambique Office

- I would like to know if there is any support or promotion policy for SMEs and entrepreneurs for the use of modern information or innovative technologies and solutions in their businesses in Mozambique.

Mr. Hidekazu Tanaka – Team Leader of JICA Project Team

- Regarding the question about APIEX's weaknesses, in our recommendations you can see that what we proposed is for resolving issues of weaknesses, such as the question of the website that needs to be always up to date, or the question of the guides and other instruments that were produced during the duration of project (SOPs).

Mr. Hidetake Aoki – Deputy Resident Representative of JICA Mozambique Office

- JICA has been aware of needs for APIEX's re-structuring or reform;
- The current project has come to an end, although there has been some discussion;
- Nevertheless, JICA Mozambique Office will continue to monitor the implementation of the recommendations and suggestions made by the consulting team.

Dr. Dinis Lissave – APIEX

- Regarding the budgetary impact, it should be noted that the budget is more detailed in the main document (page 42) with a proposal that does not include the actions of the institutions that are part of this General Staff. That is why we would like each institution that

is part of this PEPIC to proceed with the budgetary forecasts for carrying out the actions that fall within this Strategic Plan.

- In the presentation we only address the budgetary needs of APIEX. We will include the budgets of the provincial delegations;
- It is necessary to work together through a three-year action plan centered on the MIC and adjust the plans that are about to end;
- We welcome the suggestion to merge the issue of Porta Única and Baú in the same place (we will study and include in the Plan);
- Regarding technology transfer, it is necessary to identify other PEPIC institutions that also make this transfer and include it in the Strategy;
- The Plan already provides for the study of markets for export products from Mozambique, safeguarding the issue of quality and certification;
- We welcome the suggestion on using Manica's infrastructure to hold regional trade fairs.

Mr. Gil Bires – APIEX

- The training course report in Japan is prepared according to a JICA standard and the learning is summarized in the recommendations;
- We welcome the suggestion to replicate the learning in the various courses held during the duration of the JICA Project within APIEX.

4. JICA Message to Mozambican side (Mr. Hidetake Aoki, Deputy Resident Representative of JICA Mozambique Office)

See attached the presentation material

5. Closing Remarks (Mr. Lourenço Sambo, DG of APIEX)

- The Project ends here, but the relationship with JICA continues on other fronts, such as Nacala, for example;
- This coordination committee is not going to die here with the end of this project. It will continue within the scope of our bylaws. This committee is the general staff of this country's economy;
- There are recommendations for the MIC, which is the pivot of this Strategic Plan, to present concrete goals. For example, it was decided that APIEX should have an investment portfolio of up to USD 6 million by 2023 with indications of how many jobs will be created;
- APIEX must present the Strategic Plan as a work plan that is part of the country's Economic Development Plan based on two pillars: industrialization and commercialization;
- We are prepared for free trade. In this regard, the Deputy Ministers for Industry and Trade and Agriculture and Rural Development were instructed by the respective Ministers to work together for this purpose;

- It is not APIEX that should build FACIM's infrastructures, but it should attract investments for the construction of these infrastructures;
- Regional fairs must be held. However, we must overcome the dilemma of not being able to retain investors due to problems in our doing business environment, which is not favorable, and to our attitude. It is essential that we change our attitude;
- We are aware that the current 2020-2029 Plan has many errors that must be corrected by the various stakeholders, part of this PEPIC as urgently as possible in order to be able to present this Strategic Plan in the first half of March;
- It has to be operationalized through three-year action plans.



Republic of Mozambique
Ministry of Industry and Commerce
Agency for Promotion of Investment and Exports (APIEX)

Project for Enhancing Capacity of Investment Promotion and Facilitation in
the Republic of Mozambique

5th Joint Coordination Committee Meeting

Agenda

Time	Session Title	Presenter/Lead
08H30	Registration	
09H00	Opening Remarks	Mr. Lourenço Sambo General Director, APIEX
		Mr. Hidetake Aoki, DRR JICA Mozambique Office
09H10	Presentation 1: Project Activities and Achievements Presentation 2: Recommendations from Project Team	JICA Project Team
09H40	Question and Answer Session (1)	Moderator: Lourenço Sambo, General Director, APIEX
10H00	Coffee break	
10H20	Presentation 3: Strategic Plan for the Promotion of Investment and Exports (2020-2029) – 3rd Version	Mr. Dins Lissave, APIEX
10H50	Presentation 4: Results of the 3rd Training in Japan	Mr. Gil Bires, APIEX
11H20	Question and Answer Session (2)	Moderator: Lourenço Sambo, General Director, APIEX
11H50	Handing over of materials and equipment from JICA Project Team to APIEX	Mr. Hidekazu Tanaka/ Mr. Lourenço Sambo
12H00	JICA Message to Mozambican Side	Mr. Hidetake Aoki, DRR JICA Mozambique Office
12H30	Closing Remarks	Mr. Lourenço Sambo General Director, APIEX

LIST OF PARTICIPANTS (2020/02/14)

1. PEPIC MEMBER INSTITUTIONS

N/o	Institutions	Name	Title
1	Zambeze Valley Development Agency (Adz)	Roberto Auzivo	DG
		Miranda A. Miguel	SEAE Director
2	Agriculture Development Fund (FDA)	Abdul Mussuale	DGA
3	Mozambique Tourism Authority (INATUR)	Katia Gaspar	Technician
4	National Directorate of Support for Private Sector Development (DASP)	Nicolau Sululo	DNAC
		Gilberto Marunda	Technician
5	Revenue Authority (AT)	Pedro Carlos	Technician
6	National Hydrocarbon Enterprise (ENH)	Luis Alberto	Technician
7	National Petroleum Institute (INP)	--	--
8	Institute for Promotion of Small and Medium Enterprises (IPEME)	Jose Libombo Junior	DGA
		Madina Fillipe	Technician
9	National Institute of Standardization and Quality (INNOQ)	Sara Medreza	Technician
10	Institute for Vocational Training and Labour Studies (IFPELAC)	Januario Soca	Technician
11	Confederation of Economic Association of Mozambique (CTA)	--	--
12	Bank of Mozambique	--	--
13	MTA	Gilda Fonseca	Technician
14	Mozambique Cereal Institute (ICM)	Mahomed Velar	General director
15	Mozambique Merchandise Exchange (BMM)	Victorio Paulo	Chairwoman
		Carla Bucuane	Head of Department
16	Mozambique Stock Exchange (BVM)	Celso Zilima	Technician
17	National Statistics Institute (INE)	Beto Cordire	Director
18	National Inspector for Economic Activities (INAE)	Fernando Cossa	Inspector
19	National Directorate of Industry (DNI)	Maveis Navessi	Technician
20	Ministry of Justice, Constitutional and Religious Matters (MJACR)	--	--
21	Autoridade Nacional de Educação (ANEP)	Paulo Cunha	Technician

2. APIEX

No	Name	Current or Former Position	Former Organization
1.	Lourenço sambo	General Director	CPI
2.	Gil Bires	Coordinator	GAZEDA
3.	Dinis Lissave	Coordinator	GAZEDA
4.	Emilio Ussene	Coordinator	CPI
5.	Belarmina Capatine	Coordinator	CPI
6.	Chaibo Selemene	Coordinator	CPI
7.	Antonio Macamo	Coordinator	CPI
8.	Telma Come	Coordinator	GAZEDA
9.	Lucia Mendes	Technician	CPI
10.	Satie Rohit	Technician	CPI
11.	Fernando Nhambo	Technician	GAZEDA
12.	Sozinho Boane	Technician	IPEX
13.	Octavio Zefanias	Technician	IPEX
14.	Prisala Macaringue	Technician	CPI
15.	Carmen Ezequiel	Technician	GAZEDA
16.	Laurinda Macaringue	Technician	CPI
17.	Joaquina Cemeta	Technician	CPI

3. Embassy of Japan/ JETRO

No	Name	Position
1.	Koji Hanawa	First Secretary, Embassy of Japan (EOJ)
2.	Shintaro Torigoe	Researcher/ Advisor, EOJ
3.	Luis Paixao	Assistant for Economic Sector, EOJ
4.	Atsushi Matsunaga	Director, JETRO Maputo Office

4. JICA Mozambique Office

No	Name	Position
1	Hidetake Aoki	Deputy Resident Representative
2	Kohei Kawazuma	Representative
3	Nhanombe Armando	Program Officer

5. JICA Project Team

No	Name	Position
1.	Hidekazu Tanaka	Team Leader/ Invest Promotion
2.	Munetoshi Ishida	Deputy Team Leader/Organizational Management
3.	David Robbetze	Investment Approval / Facilitation (Procedure)
4.	Ryota Sai	Investment Approval / Facilitation (Procedure)
5.	Tomoya Watanabe	Investment Approval / Facilitation (Procedure)
6.	Firmino Macuacua	Local Consultant
7.	Vania Matola	Project Assistant
8.	Irene Cossa	Project Assistant
9.	Aderito Noticho	Local Consultant

添付 3: プロジェクトモニタリングシート (Version 8)

SPROJECT MONITORING SHEET

Date: September 30, 2019

Version: 8

Project Title: Project for Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique
 Counterpart Agency: Agency for Promotion of Investment and Exports (APIEX)
 Project Director: Lourenço Sambo, Director General of APIEX
 Submitted by: Hidekazu Tanaka, JICA Project Team Leader

I. Summary**1. Progress**

The Project started in March 2016 for the period of four years. This project monitoring sheet reports events and activities conducted from March 2019 to September 2019, while referring to some activities conducted before this reporting period, as necessary. It also covers planned activities for the remaining period and issues necessary to be addressed for the smooth implementation of the project activities.

As of September 2019, most of the project activities have been implemented as originally scheduled. However, it must be noted that there are two main issues which might affect achievement and implementation of the Project, as listed below. The possible impacts of those issues are described under each Output progress.

- Slow-down in number and amount of investment approvals at APIEX.
- Delay in organization set up of APIEX, after its creation by merger of three organizations, CPI, GAZEDA and IPEX, effectively in August 2017.¹

1-1. Progress of Inputs**1-1-1. Japanese Side**Japanese Experts

The table below shows the number of man-month inputs as of September 30, 2019, against the planned inputs for the total project duration (up to March 2020).

Position in the Project	Name	MM		
		Planned	Achieved	%
Team Leader / Investment Promotion	Mr. Hidekazu Tanaka	16.1	10.9	67.9%
Deputy Team Leader / Organizational Management	Mr. Munetoshi Ishida	16.3	13.6	83.6%
Investment Approval / Investment Facilitation (Legal Aspect)	Ms. Hikaru Oguchi	4.0	1.2	30.8%

¹ In this report, Investment Promotion Centre (CPI), the name of former counterpart organization, is used for activities taken before its merger as APIEX.

Investment Approval / Investment Facilitation (Business Environment)	Mr. David Robbette	6.5	5.4	83.5%
Investment Approval / Investment Facilitation (Procedure)	Mr. Ryota Sai	15.1	11.8	78.3%
Information Management	Ms. Yukiyo Yamada	12.2	8.9	73.2%
	(Total)	70.2	52.0	74.0%

Training in Japan, Study Tour to Third Countries and Study in Neighboring Countries

- Training in Japan (1): February 12 to 25, 2017
- Study in Neighboring Countries (1) - Tanzania and Rwanda: May 12 to 27, 2017
- Study Tour to Third Country (1) - Vietnam: October 1 to October 14, 2017
- Training in Japan (2): January 29 to February 10, 2018
- Study Tour to Third Country (2) - Malaysia: February 25 to March 8, 2019

1-1-2. Mozambican Side

Assignment of Counterpart Personnel

- Project Director: Mr. Lourenço Sambo, Director General of APIEX
- Project Manager: Deputy Director General of APIEX²
- Counterpart staff: APIEX staff in charge of relevant subjects³

Suitable Office Space

- During March 2016 up to April 2018, APIEX provided JICA Project Team (JPT) with office space with 4 desks at the second floor of APIEX (the former CPI) head office for sole use of JPT and occasional use of meeting room as additional working space and meeting with counterparts and guests when necessary.
- In May 2018, JPT was provided with new office space at 2nd floor of the former GAZEDA head office as most of the Project's counterpart was shifted there from the former CPI head office.
- The current office is equipped with large meeting table, chairs, projector, screen, internet access, storage locker for documents and use of common copy machine located outside of the office.

Equipment and Other Materials

- A printer and a projector are provided by JPT and installed at the Project Office.

Running Expenses

- Electricity charge associated working at office is borne by APIEX.

1-2. Progress of Activities

1-2-0. Cross-cutting Activities

² As of August 2019, Deputy Director General of APIEX has not been appointed by the Prime Minister. The former Deputy General Director of GAZEDA, Mr. Gil Bires, currently Legal Advisor at APIEX occasionally support DG.

³ As of August 2019, Directors of APIEX are not officially appointed, however, 11 Coordinators were appointed as of 16 July 2019 to cover director level responsibility.

Joint Coordination Committee (JCC)

- The 4th JCC was held on May 24, 2019 with the participation of 21 PEPIC organizations. JPT presented major achievements of the Project during the third project year (April 2018 -March 2019) and planned activities for the fourth project year (April 2019 - March 2020). The latest draft of PEPIC was also explained by APIEX PEPIC Team. The meeting minutes is attached in Annex 1.

PEPIP Roundtable

- No PEPIP (PEPIC) roundtable meeting was held during this reporting period (Mar. 2019 - Sep. 2019), however, it is planned to be held on 22 November 2019.

Training in Japan

- The preparation of the next training program in Japan, to be conducted in February 2020, is under way with nomination of participants completed as of August 2019.

Study in Neighboring Countries

- There was no new action taken during this reporting period.

Study Tour to Third Countries

- The 2nd Study Tour to Third Country (2019) was conducted in Malaysia from February 25 to March 8, 2019. The participants' report of this Study Tour is attached in Annex 2.

Training in Mozambique

- An IT training program of database software (Microsoft Access) was conducted for 10 APIEX staff from September 2 to 13, 2019. The record of the training is attached in Annex 3.

Baseline Survey

- The Baseline survey was conducted at initial stage of Project activities from March to August 2016 and finalized in October 2016. The findings and recommendations formed basis for Action Plan.

Action Plan

- The 1st version of Action Plan was released in March 2017, specifying activities to be conducted under each output and subjects.
- The 2nd version of Action Plan was released in June 2018, reflecting counterpart organization change and revision of PDM
- The 3rd version of Action Plan was released in July 2019, adjusting activities toward completion of the Project.

Public Relations

- An article presenting the 4th JCC was submitted to JICA Mozambique Office for JICA website and newsletter in June 2019.
- The JICA website for this Project (<https://www.jica.go.jp/project/mozambique/010/index.html>) also provides PR documents including “Facts about Mozambique” and “Laws and Regulations related with FDI in Mozambique” in both English and Portuguese for download.

1-2-1. Output 1

	Designated Activities by PDM	Status	Progress
1.1	The current situation of APIEX's investment promotion activities is analyzed.	Completed	<ul style="list-style-type: none"> The Baseline Survey, including analysis of CPI's current investment promotion activities, was conducted from the start of the project and the draft report completed in September 2016. The final version of Baseline Survey (October 2016) was confirmed at the 6th PEPIP Roundtable Meeting held in November 2016.
1.2	Based on the results of the analysis, problems are identified and course of action is worked out.	Completed	<ul style="list-style-type: none"> Based on the Baseline Survey, Action Plan (consists of 41 Subjects and 132 Actions, in total) was drafted. Action Plan was finalized and presented at the 2nd JCC Meeting in March 2017.
1.3	Concrete actions for improving investment promotion activities are taken.	On-going	<p><u>Conduct Effective Operation of Promotion Events (AP⁴ 212)</u></p> <ul style="list-style-type: none"> JPT assisted APIEX in the preparation of distribution materials for TICAD VII (Aug. 28-30, 2019) held in Yokohama and FACIM 2019 (Aug. 26-Sep. 1, 2019). JPT finalized SOP for investment seminars in July 2019. Hard copies of the document have also been made available to APIEX staff, particularly those who are involved in marketing activities. <p><u>Update existing promotion materials and produce new materials (AP 221)</u></p> <ul style="list-style-type: none"> “Laws and Regulations related to FDI in Mozambique” was updated and the latest edition was printed in August 2019. “Facts about Mozambique” was also revised to update the information and data it carries in July 2019. “Mozambique Investment Procedure Guide” (Eng. and Por.) and Mozambique Business Licensing Guide” (Eng. and Por.) were finalized and printed in August 2019. All of the above materials were distributed in FACIM while new editions of Laws/Regulations and Facts were distributed at TICAD VII as well.

⁴ AP stands for “Action Plan” and the number refers to Subject Number in the Action Plan.

PM Form 3-1 Monitoring Sheet Summary

			<p><u>Improve the contents of website (AP231)</u></p> <ul style="list-style-type: none"> After the merger of CPI into APIEX, the former CPI website was terminated. The website development for APIEX (www.apiex.gov.mz) was supported by another donor (ITC) and launched in August 2019. All existing investment tools (PDF) were uploaded onto the new website. JPT provided advice for the new website as needed. <p><u>Set up library of promotion materials and ensure easy access to materials (AP222)</u></p> <ul style="list-style-type: none"> All the new materials (new editions) were made available on the newly opened APIEX website in September 2019. Small racks were set up at the main entrance of APIEX headquarters (ex-GAZEDA office) to display and distribute promotion materials.
1.4	APIEX's way of conducting promotion activities in an investor-oriented manner is established.	On-going	<ul style="list-style-type: none"> Japan Desk was set up as a window to support Japanese companies investing in Mozambique and it was announced in Tokyo seminar on February 2, 2018. The current officer-in-charge is Mr. Danubio Lado. APIEX provided updated data and information about investment in Mozambique to potential investors by distributing revised edition of “Laws and Regulation related to FDI in Mozambique” and “Facts about Mozambique” in events such as FACIM.

1-2-2. Output 2

	Designated Activities by PDM	Status	Progress
2.1	The current situation of APIEX's operations related to investment approval, business licensing support and investment monitoring is analyzed.	Completed	<ul style="list-style-type: none"> The current situation was analyzed and compiled in the Baseline Survey and the draft report completed in September 2016. The final version of Baseline Survey (October 2016) was presented at the 6th PEPPI Roundtable Meeting held in November 2016.
2.2	Based on the results of the analysis, problems are	Completed	<ul style="list-style-type: none"> Based on the Baseline Survey, Action Plan (consists of 41 Subjects and 132 Actions, in total) was drafted.

PM Form 3-1 Monitoring Sheet Summary

	<p>identified and course of action is worked out.</p>		<ul style="list-style-type: none"> Action Plan was finalized and presented at the 2nd JCC Meeting in March 2017. Action Plan was further revised, and Version 3 was released in July 2019.
<p>2.3</p>	<p>Concrete actions for improving the operations are taken.</p>	<p>On-going</p>	<p><u>Develop database system for investment project management linked with monitoring (AP313)</u></p> <ul style="list-style-type: none"> JPT continued developing database system and preparing the migration of existing data to the database system. <p><u>Identify necessary documents required for business license application (AP321)</u></p> <ul style="list-style-type: none"> JPT prepared “Mozambique Business Licensing Guide” and finalized in August 2019, in co-work with APIEX. <p><u>Improve information sharing between APIEX and ministries (AP323)</u></p> <ul style="list-style-type: none"> JPT assisted APIEX appoint sector focal points and conducted kick-off meetings with Ministries; Industry & Commerce and Transport in July 2019; Tourism and MITADER in September 2019. <p><u>Foreigners Employment Quota Study (AP325)</u></p> <ul style="list-style-type: none"> “Hiring of Foreigners in Mozambique - Regulatory Regime and Practices -Investors’ Reference” has been finalized as documents available for public in March 2019. <p><u>Coordinate with local governments to monitor investment projects (AP332)</u></p> <ul style="list-style-type: none"> Monitoring activity in Maputo Province and Inhambane Province with support of SDAE has been carried out. JPT Organized the meeting between Nampula Delegation and SDAE Nampula for starting coordination. <p><u>Improve the management of collected information (AP334)</u></p> <ul style="list-style-type: none"> Nampula Provincial Delegation has started to use the Database (Excel) prepared by JPT. <p><u>Contact investors and provide aftercare services within APIEX’s scope (A342)</u></p> <ul style="list-style-type: none"> JPT established the operational system for the sector

PM Form 3-1 Monitoring Sheet Summary

			focal points at APIEX HQ; briefing about aftercare, allocating target projects, assisting contacts with investors and discussed about facilitative measures.
2.4	APIEX's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established.	On-going	<p><u>Business Licenses</u></p> <ul style="list-style-type: none"> JPT prepared information materials for investors to have knowledge prior to investment procedures. <p><u>Investment Monitoring & Aftercare</u></p> <ul style="list-style-type: none"> JPT established the internal system for APIEX identify investors in need for aftercare.

1-2-3. Output 3

	Designated Activities by PDM	Status	Progress
3.1	Relevant knowledge concerning PEPIC implementation is acquired.	Completed for PEPIC (2014-16)	<p><u>Assist CPI in monitoring progress of PEPIC (AP 412)</u></p> <ul style="list-style-type: none"> The progress of PEPIC (2014-2016) was monitored by visit-interviews to all PEPIC member institutions during March to October 2016. Through these interviews and compilation work of the progress into “implementation matrix”, the relevant knowledge of PEPIC has been acquired.
3.2	Appropriate measures are taken for advancing PEPIC implementation making use of the knowledge acquired.	On-going	<p><u>Organize and conduct PEPIC Roundtable Meetings (AP 411)</u></p> <ul style="list-style-type: none"> The 7th PEPIC (1st PEPIC) Roundtable Meeting was organized and conducted on December 6, 2018, with 46 participants (15 APIEX, 22 PEPIC(PEPIC) and 6 Japanese side). The next RT Meeting is planned to be held on 22 November 2019, and the preparation is on-going. <p><u>Prepare framework for the next PEPIC (AP 413)</u></p> <ul style="list-style-type: none"> JPT initiated for revision of the Preliminary Draft of PEPIC (2020-2030) drafted in August 2018, presented at RT held in December 2018. The 2nd Draft of PEPIC was presented at JCC Meeting held in May 2019. JPT is to assist monitoring and finalization of the Draft Final of PEPIC to be continued to APIEX for MIC clearance then the cabinet approval.
3.3	Appropriate support and	On-going	<ul style="list-style-type: none"> Visits to PEPIC member institutions were conducted

PM Form 3-1 Monitoring Sheet Summary

	monitoring activities, in line with investment promotion strategy for PEPIC member institutions are identified.		<p>in the course of collecting comments to PEPIC documents, including INP, ADF, IPEME during March to April 2019.</p> <ul style="list-style-type: none"> • Due to the renewed initiative for PEPIC, the support activities are to be re-considered along with finalization of the draft PEPIC.
3.4	The activity 3-3 are taken in cooperation with those institutions.	On-going	<ul style="list-style-type: none"> • Among PEPIC member institutions, IPEME and AdZ are to send their staff to JICA training program in Japan. • Due to the renewed initiative for PEPIC, the cooperation with institutions is to be re-considered.

1-2-4. Organizational Management

	Activities	Status	Progress
	Current analysis (Baseline Survey)	Completed	The current situation of CPI's organizational structure and management capacity was analyzed. Findings are summarized in Baseline Survey Report and presented to CPI counterpart on September 5, 2016.
	Action Plan	Completed	<ul style="list-style-type: none"> • Based on the Baseline Survey, Action Plan (consists of 41 Subjects and 132 Actions, in total) was drafted. • Action Plan was finalized and presented at the 2nd JCC Meeting in March 2017. • Action Plan was further revised for twice, in June 2018 and July 2019, reflecting changes in organization, PDM and adjustment for the progress and environment.
	Actions	On-going	<p><u>Consolidate Planning, Budgeting and Reporting System (AP122)</u></p> <ul style="list-style-type: none"> • APIEX conducted internal training for preparation of Activity Plan 2020 by project-assisted "Manual for Planning, Budgeting and Reporting". The training was conducted on April 16 and 17 and engaged more than 30 staff members on the 2-day event. <p><u>Accumulate Business Knowledge (AP133)</u></p> <ul style="list-style-type: none"> • During the 2nd Study Tour to Third Country (Malaysia) is being conducted from February 25 (until March 8) so that APIEX staff gain deeper understanding of how investment decisions are made, how resource-rich countries manage sustainable

			<p>development, and how promotion activities can be carried out effectively, etc.</p> <p><u>Improve IT skill required for daily work (AP1341)</u></p> <ul style="list-style-type: none"> • Access training was planned and conducted for 10 APIEX staff in September 2019.
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1-3. Achievement of Outputs

1-3-1. Output 1: APIEX's investment promotion activities are improved.

Concerned Issues for Achievement of Objectives Designated by PDM

As of September 2019, the staffing of APIEX is yet to be completed and for that reason personnel affairs in APIEX still remain uncertain. When it comes to project activities related to Output 1, activities such as the development of APIEX investment promotion strategy was postponed on account of the delay in staff deployment. However, the recent appointment of Coordinators, as of 16 July 2019⁵, as the tentative heads of divisions enables JPT to move ahead with the said activity in collaboration with the concerned coordinator. JPT started preliminary talks with the concerned coordinators how the strategy can be developed.

Achievements according to Indicators

	Designated Indicators by PDM	Narrative Summary of Achievements
(1)	Number of revisions of investment promotion tools and investors' satisfaction to each revised edition	<ul style="list-style-type: none"> • “Laws and Regulation related to FDI” and “Facts about Mozambique” were revised as 2nd edition and 3rd edition respectively and published in August 2019. • 78% of investors approved in 2017 answered that “Laws and Regulations related to FDI” is useful for foreign investors.
(2)	Number of investment promotion events held by APIEX and participants' satisfaction to each event	<ul style="list-style-type: none"> • APIEX participated in 13 domestic events and 7 events abroad in 2018. The former category includes "Mozambique-Portugal Business Forum (July 6)", "the 54th edition of FACIM 2018 (August 28-September 2)" and "Mozambique-Malaysia Business Forum (October 30)" while the latter events include “Africa-Singapore Business Forum in Singapore (August 28 and 29)” and "Africa-China Cooperation Forum (FOCAC) in Beijing (September 2-6)”. • 50% of the investors reported that APIEX needs to improve investment promotion activities (e.g. promotion events).
(3)	Manuals for investment promotion activities	<ul style="list-style-type: none"> • There is no manual for investment promotion activities, but standard operating procedure (SOP) will be developed with JPT’s support for APIEX

⁵ Circular No. 02/APIEX/DG/023.51/2019

1-3-2. Output 2: Operations for investment approval, business licensing support and investment monitoring become smooth and effective.

Concerned Issues for Achievement of Objectives Designated by PDM

Since the coordinator has been appointed as tentative representatives of concerned departments, JPT resumed project activities related to Output 2. As for actions for improving the coordination between APIEX and licensing ministries, JPT assisted former Project Management Division of former CPI in setting up sector focal points and organized kick-off meetings with licensing departments of ministries. JPT also enhanced institutional capacity through development of documents such as Investment Procedure Guide and Business Licensing Guide, in English and Portuguese.

Achievements according to Indicators

	Designated Indicators by PDM	Narrative Summary of Achievements
(1)	List of persons/departments responsible for business licensing in relevant organizations	Mozambique Business Licensing Guide was developed in which, the list of authorizing departments with their contact information is included, however, list of persons in charge is yet to be developed.
(2)	List of business licenses and issuing organizations	The list of business licenses and issuing organizations is included in Mozambique Business Licensing Guide.
(3)	Number of reports to the cabinet regarding investment realization	None since 2017. APIEX has been conducting investment monitoring at the provincial level and captured the degree of investment realization.
(4)	Manuals and Standard Operating Procedure (SOP) for investment approval, business licensing support and investment monitoring	<ul style="list-style-type: none"> • Investment approval: None (SOP framework will be prepared) • Business licensing support: Mozambique Business Licensing Guide developed • Investment monitoring: None (has started to draft SOP)

1-3-3. Output 3: PEPIC implementation is achieved through facilitation by APIEX.

Concerned Issues for Achievement of Objectives Designated by PDM

In August 2018, a new initiative by APIEX for PEPIC 2020-30 has been discussed and drafted the plan for promotion of investment and export, reflecting wider coverage of APIEX mandate to cover both investment and export promotion. A formal approval by Council of Ministers are to be planned within 2019.

Achievements according to Indicators

	Designated Indicators by PDM	Narrative Summary of Achievements
(1)	Progress of implementation of PEPiP action agenda	<p>Implementation of PEPiP (2014-2016) was evaluated by three criteria: Green (G: full implementation), Light Green (LG: partial implementation) and Red (R: No implementation).</p> <p>Pillar 1 (Improvement of business environment): 3 subjects (1 G, 2 R)</p> <p>Pillar 2 (Capacity and institutional development): 3 (1 G, 1 LG, 1 R)</p> <p>Pillar 3 (Investment opportunity portfolio): 2 (2 G)</p> <p>Pillar 4 (Target markets for investment promotion): 2 (1 G, 1 R)</p> <p>Pillar 5 (National business community): 9 subjects (2 G, 6 LG, 1R)</p> <p>In total 19 subjects: 7 Green, 7 Light Green and 5 Red</p>
(2)	Number of guidance/ advices provided for PEPiP implementation	<ul style="list-style-type: none"> • The 6th PEPiP Roundtable Meeting was held on November 23, 2016. • Visits to PEPiP member institutions were conducted during March to October 2016, for monitoring progress and explanation of PEPiP activities. • Next phase PEPiP (2017-2019) has been studied by JPT and presented its outline at Roundtable Meeting in November 2016. • JPT provided comments and recommendations to the Preliminary Draft of PEPiC (2020-2030) at the 7th PEPiP Roundtable Meeting was held on December 6, 2018. • JPT assisted in drafting 2nd version of PEPiC draft during March to April 2019, to be presented at JCC Meeting on 24 May 2019. • JPT is continuing to assist Draft Final PEPiC (2020-30) as of September 2019.

1-4. Achievement of the Project Purpose

Project Purpose: APIEX's capacity for investment promotion and facilitation is enhanced.

Concerned Issues for Achievement of Objectives Designated by PDM

The capacity building of APIEX at staff level can be fully in effect after staff deployment is officially deployed, however, the capacity building activities at institutional level are being conducted as planned, e.g. development of promotional documents, reference material and standard operating procedure.

Achievements according to Indicators

	Designated Indicators by PDM	Narrative Summary of Achievements
(1)	Investors' satisfaction with investment	<ul style="list-style-type: none"> • Investors' satisfaction with investment promotion seminars will be surveyed at upcoming promotion events.

	promotion/facilitation services provided by APIEX	
(2)	Period required for obtaining investment approval and relevant business licenses	Investment approval: 18 days on average 2018 Business license: the period varies by sector (ranging from 1 day to 7 months)

1-5. Achievements of the Overall Goal

Overall Goal: National and foreign direct investment is increased.

Concerned Issues for Achievement of Objectives Designated by PDM

The investment approval by APIEX in 2018 recorded slight increase from the previous year (the number of approved projects from 267 in 2017 to 321 in 2018 and the amount from 1,168 million USD in 2017 to 1,504 million USD in 2018). Nonetheless, it is still not on the level that can be compared to the peak in 2014 (the number and total amount of approved projects 518 and 7,465 respectively). The prospect for coming few years is a slow recovery until the large resource-based mega project (LNG project) starts (IMF). As for reference, a brief memo “Updates of Economic Development and Investment Trend (September 2019)” is attached. (Annex 4)

Achievements according to Indicators

	Designated Indicators by PDM	Narrative Summary of Achievements
(1)	Number and amount of national and foreign direct investment approved by APIEX	Number of projects approved: 294 in 2016, 266 in 2017, 321 in 2018, and 187 as of July 2019. Amount approved: 1,224 in 2016, 1,010 in 2017, 1,504 in 2018, and 551 as of July 2019 (mil. USD)
(2)	Number and amount of realized national and foreign direct investment approved by APIEX	In Maputo Province (Others have no available data), Number of realized project: 120 / 290 (approved in 2015-2017) (41.4%) Amount realized: 204 / 1,444 (approved in 2015-2017) million USD (14.1%)

1-6. Changes of Risks and Actions for Mitigation

None

1-7. Progress of Actions undertaken by JICA

N/A

1-8. Progress of Actions undertaken by APIEX

N/A

1-9. Other remarkable/considerable issues related/affect to the projectCreation of new agency for investment and export promotion (APIEX) as the counterpart organization

- On December 12, 2016, the Mozambican government announced, by the Government Gazette, the creation of a new body (APIEX) by merging Investment Promotion Centre (CPI), Export Promotion Institute (IPEX), and Office for Accelerated Economic Zones (GAZEDA). This is based on decision made by Council of Ministers held on November 1, 2016, and Decree (No. 60/2016) stipulates that it will enter into force 180 days after its publication (December 12, 2016). A draft Organization Statute was submitted to Inter-Ministerial Committee for Public Administration Reform in March 2017.
- Mr. Lourenço Sambo, Director General of the former CPI, was appointed as Director General of APIEX on June 30, 2017.
- Decree (No. 60/2016) was amended through the approval by Council of Ministers on August 15, 2017.
- APIEX Organizational Statute was approved by Inter-Ministerial Committee for Reform for Public Administration on November 20, 2017.
- In March 2018, APIEX finished drafting of Internal Regulation, staffing plan and wage scale.
- Internal Regulation was approved by MIC in May 2018.
- Professional Requirements Document (“Qualificadores Profissionais”) and Staffing Plan (“Quadro de Pessoal”) have not been approved yet as of the end of February 2019.
- It was found out that all APIEX legal documents need to be revised in accordance with the stipulations in a decree of Council of Ministers (Decree No. 41/2018), which defines detailed regulations for public institutions.
- With the issuance of a circular dated July 16, 2019, Director General of APIEX appointed coordinators for serving as heads of divisions and departments as a temporary measure.
- A draft decree (No. 60/2016) amended in accordance with the provisions of Decree No. 41/2018 was approved by the Council of Ministers on August 20, 2019.

2. Delay of Work Schedule and/or Problems (if any)**2-1. Detail**

- 1) Some project activities have been suspended or delayed on account of delay in staff deployment within APIEX. However, the recent appoint of Coordinators, as of 16 July 2019, as temporary heads of divisions and departments, JPT is now able to proceed with the needs assessment for the formulation of APIEX human resources development plan.

2-2. Cause

- 1) As described earlier, an official document of APIEX staffing plan needs to be approved by Inter-Ministerial Committee for Public Administration Reform before the staff deployment in APIEX takes place.

2-3. Action to be taken

- 1) In order to resume planned activities as soon as staffing in APIEX is completed, JPT will do

adequate preparation. To be specific, as JPT and APIEX/CPI have carried out several measures for improving investment monitoring activities and observed some effective methodologies, JPT will prepare SOP about this function by reflecting them. Thereby, it enables APIEX even with new staff to introduce the operational procedure immediately. Drafting SOP needs to involve current staff of APIEX who have experienced investment monitoring activity for a certain period of time.

2-4. Roles of Responsible Persons/Organization

APIEX and relevant government organizations.

3. Modification of the Project Implementation Plan

3-1. PO

N/A

3-2. Other modifications on detailed implementation plan

As the results of revision of RD and PDM, some modifications were made to cover former GAZEDA coverage and interim activities for new PEPPIP before its authorization.

4. Major Upcoming Events and Activities (March 2019 - September 2019)

4-0. Cross-cutting Activities

JCC

- The 5th JCC meeting will be held in March 2020.

PEPIP Roundtable

- The next PEPPIP (PEPIC) Roundtable Meeting will be scheduled in November 2019.

Training in Japan

- The 3rd Training in Japan will be held in January 2020.

Study Tour to Third Countries

- No more Study Tour to Third Country is planned for the remaining project period.

Study in Neighboring Countries

- No more Study in Neighboring Countries is planned for the remaining project period.

Public Relations

- A project seminar is planned to take place during the first quarter of next year (2020) where the Project’s achievements will be shared with companies interested in investing in Mozambique.

4-1. Output 1

	Designated Activities by PDM	Planned Events and Activities
1.1	The current situation of CPI's	Completed

	investment promotion activities is analyzed.	
1.2	Based on the results of the analysis, problems are identified and course of action is worked out.	Completed
1.3	Concrete actions for improving investment promotion activities are taken.	<p><u>Develop and update investment promotion strategy (AP211)</u></p> <ul style="list-style-type: none"> • Hold a meeting to discuss investment and export promotion strategy • Prepare draft strategy <p><u>Conduct Effective Operation of Promotion Events (AP212)</u></p> <ul style="list-style-type: none"> • Help APIEX prepare and improve seminar programs <p><u>Follow up Promotion Events (AP213)</u></p> <ul style="list-style-type: none"> • Organize and collect contact information of seminar participants at upcoming seminar in Johannesburg <p><u>Update existing promotion materials and produce new materials (AP221)</u></p> <ul style="list-style-type: none"> • Update Mozambique Investment Procedure Guide and Mozambique Business Licensing Guide as necessary <p><u>Set up library of promotion materials and ensure easy access to materials (AP222)</u></p> <ul style="list-style-type: none"> • Make more promotion materials available on the website <p><u>Improve the contents of website (AP231)</u></p> <ul style="list-style-type: none"> • Monitor the update status of new APIEX website.
1.4	APIEX's way of conducting promotion activities in an investor-oriented manner is established.	<ul style="list-style-type: none"> • Update and distribute promotion material for investors using new APIEX logo • Make updated information available at APIEX website

4-2. Output 2

	Designated Activities by PDM	Planned Events and Activities
2.1	The current situation of CPI's operations related to investment approval, business licensing support and investment monitoring is analyzed.	Completed
2.2	Based on the results of the analysis, problems are	Completed

	identified and course of action is worked out.	
2.3	Concrete actions for improving the operations are taken.	<p>1. Investment Approval <u>Develop database system for investment project management linked with monitoring (AP313)</u></p> <ul style="list-style-type: none"> • Continue developing database system • Migrate existing data into database system • Prepare SOP <p>2. Facilitation on Investment Procedure <u>Improve information sharing between APIEX and ministries at operational level (AP323)</u></p> <ul style="list-style-type: none"> • Assist organize meetings between APIEX sector focal points and respective ministries. <p>3. Investment Monitoring <u>Strengthen the coordination with local government (AP332)</u></p> <ul style="list-style-type: none"> • Prepare SOP of investment monitoring • Follow-up the monitoring activity in Maputo and Inhambane. • Introduce the methodology to Nampula <p><u>Design compulsory system to enforce investors to make regular reports (AP333)</u></p> <ul style="list-style-type: none"> • Discuss with APIEX focal points about possible measures <p>4. Aftercare <u>Contact investors and provide aftercare services within APIEX's scope (AP342)</u></p> <ul style="list-style-type: none"> • Assist APIEX sector focal points provide facilitative measures to projects that are not implemented. • Provide guidance on aftercare service to APIEX staff in charge at HQs and provincial delegations <p><u>Elaborate issues induced from aftercare beyond APIEX capacity (AP343)</u></p> <ul style="list-style-type: none"> • Raise issues to be addressed on PEPIC round tables • Discuss with ministries and relevant authorities
2.4	APIEX's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established.	<ul style="list-style-type: none"> • Monitoring and aftercare system to be developed to assist investors in operation, and integrate as function of APIEX

4-3. Output 3

	Designated Activities by PDM	Planned Events and Activities
3.1	Relevant knowledge concerning PEPiP implementation is acquired.	<u>Prepare framework for the next PEPiP (AP413)</u> <ul style="list-style-type: none"> Regarding the 2nd draft of PEPiC (2020-30), presented on JCC Meeting in May 2019, follow-up activities to improve the draft with comments collected, are to be taken with APIEX PEPiC team for the Final Draft. Discussions with PEPiC members regarding the draft PEPiC are to be conducted, if necessary as a part of follow-up mentioned above.
3.2	Appropriate measures are taken for advancing PEPiP implementation making use of the knowledge acquired.	<u>Assist APIEX in monitoring progress of PEPiP (AP412)</u> <ul style="list-style-type: none"> Assist APIEX PEPiC team for further advancing draft PEPiC for authorization of Council of Ministers during 2019. <u>Organize and conduct PEPiP Roundtable Meetings (AP411)</u> <ul style="list-style-type: none"> The 8th PEPiP Roundtable Meeting (2nd PEPiC) will be planned to be held in November 2019, after authorization to discuss effective implementation among the members.
3.3	Appropriate support and monitoring activities, in line with investment promotion strategy for PEPiP member institutions are identified.	<ul style="list-style-type: none"> Follow-up activities after the JCC Meeting in May 2019, are to be taken with PEPiP members.
3.4	The activity 3-3 are taken in cooperation with those institutions.	<ul style="list-style-type: none"> The follow-up activities will be taken in cooperation with PEPiP members.

4-4. Organizational Management

		Planned Events and Activities
	Actions	<u>Enhance the stability of internet and internal network (AP1211)</u> <ul style="list-style-type: none"> Identify necessary equipment to enhance the network stability. <u>Improve data backup management (AP1212)</u> <ul style="list-style-type: none"> Improve data backup management at APIEX offices. <u>Utilize existing IT equipment effectively and enhance IT equipment (AP1213)</u> <ul style="list-style-type: none"> Make inventory of existing IT equipment. Analyze inventory and identify necessary equipment. <u>Utilize cloud service (AP1214)</u> <ul style="list-style-type: none"> Analyze the possibility of utilization of cloud service <u>Develop Human Resources Development Plan (AP131)</u>

	<ul style="list-style-type: none"> • Needs assessment meetings with Directors of new APIEX Divisions will be conducted. • Human Resources Development (HRD) Plan 2020-2022 will be drafted. <p><u>Implement new HRD Plan (AP132)</u></p> <ul style="list-style-type: none"> • HRD Plan 2020-2022 relative to Project's outputs will be implemented. <p><u>Accumulate Business Knowledge (AP133)</u></p> <ul style="list-style-type: none"> • Investment promotion agencies in Japan will be visited for learning their good practices during the third Training in Japan. <p><u>Utilize IT tools more effectively (AP1342)</u></p> <ul style="list-style-type: none"> • Make plan of training / seminar for feminization of IT tools • Conduct training / seminar for feminization of IT tools <p><u>Strengthen information security awareness (AP1343)</u></p> <ul style="list-style-type: none"> • Make plan of training / seminar for information security awareness • Conduct training / seminar for information security awareness
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5. List of Project's Deliverables and Materials Produced

5-1. Project's Deliverables

	Name of Deliverable	Completion date
1.	Work Plan	March 2016
2.	Baseline Survey Report	October 2016
3.	Action Plan	March 2017
4.	Project Progress Report	March 2018
5.	Action Plan Version 2	June 2018
6.	Action Plan Version 3	July 2019

5-2. Materials and Publication Produced Under Activities for Outputs

	Name of Materials	Completion date
1.	JICA Project for Enhancing Capacity of Investment Promotion and Facilitation (project brochure, Eng. And Por.)	May 2016
2.	Laws and Regulations of Related to Foreign Direct Investment in Mozambique (Eng. and Por.)	December 2016
3.	JICA Project for Enhancing Capacity of Investment Promotion and Facilitation (project brochure, Eng. And Por.), 2 nd edition	August 2017
4.	Laws and Regulations of Related to Foreign Direct Investment in Mozambique (Eng. and Por.), 2 nd edition	August 2017
5.	Facts about Mozambique, 2 nd edition	August 2017

6.	APIEX Internal Manual for Planning, Budgeting and Preparation of Reports	March 2018
7.	Report on the Hiring of Foreigners in Mozambique - Regulatory Regime and Practice	June 2018
8.	Standard Operation Procedure for Conducting Promotion Events	July 2019
9.	Facts about Mozambique, 3 rd edition	August 2019
10.	Laws and Regulations of Related to Foreign Direct Investment in Mozambique (Eng. and Por.), 3 rd edition	August 2019
11.	Mozambique Investment Procedure Guide/Mozambique Business Licensing Guide (Eng. and Por.), 1 st edition	August 2019

6. Other Issues

6-1. Activities Conducted Outside Maputo

TICAD VII, Yokohama (August 2019)

Seventh Tokyo International Conference on African Development (TICAD VII) was held in Yokohama from August 28th to 30th 2019. Serving as a multilateral forum for international cooperation on African development, TICAD aims, among other purposes, to accelerate private sector development and improve the business climate in Africa. Several forums and events were organized during TICAD VII. Africa Lounge within Business Expo, held in Pacifico Yokohama Exhibition Hall, was one of them. It showcased business environments and opportunities in African countries and APIEX set up a booth for marketing Mozambique. JPT assisted APIEX in printing of promotion materials such as “Laws and Regulations related to FDI” and “Facts about Mozambique” for the event. The photo gallery of this event is presented in Annex 5.

(Nampula Activity- Sai)

Following the piloted activities made in Maputo and Inhambane Provinces for improving investment monitoring, JPT introduced the piloted methodology in Nampula Provincial Delegation. Through interactive communication with the staff there, JPT first deepened the understanding of their current challenges and provided necessary consultation based on experiences in those preceding provinces. Also, regarding data management, JPT introduced the database which manages data and information collected through investment monitoring. By using the same database across provinces, APIEX HQ is expected to secure the same quality of information and capture the entire situation of the country more accurately. A brief report of this visit is attached in Annex 6.

6-2. Activities Conducted Inside Maputo

12th US-Africa Business Summit (June 2019)

Mozambique was selected to host the 12th US-Africa Business Summit. The event took place from June 18 to 21, 2019 in Maputo at Joaquim Chissano International Conference Center. Organized by the Confederation of Mozambican Economic Associations (CTA) and the Corporate Council on Africa (CCA), the summit

aimed to bring together about 2,000 North American and African entrepreneurs and promote business and investment partnerships among them. JPT attended the summit and a brief report of this event was prepared as attached in Annex 7.

FACIM 2019

The Mozambique Agricultural, Commercial and Industrial Fair, called FACIM, the largest showcase for the exhibition of national products and potentials, celebrated this year the 55th anniversary since its inauguration. It was held from August 26 to September 1, 2019 in Ricatla, Marracuene District. Its program and photo gallery is presented in Annex 8.

II. Project Monitoring Sheet I & II

Annex-1: Minutes of the 4th JCC Meeting

Annex-2: Participants' Report of Study Tour to Third Country (Malaysia)

Annex-3: Report on IT Training (Access)

Annex-4: Updates of Economic Growth and Investment Trend (September 2019)

Annex-5: Photos of TICAD VII

Annex-6: Report on Nampula Activity

Annex-7: Report on 12th US-Africa Business Summit

Annex-8: Report on FACIM 2019

Monitoring Sheet I

Project Title: Project for Enhancing Capacity of Investment Promotion and Facilitation

Version No. 8

Implementing Agency: Agency for Promotion of Investment and Export (APIEX)

Dated: September 30, 2019

Target Group: Staff of APIEX (direct beneficiaries), Staff of organizations related to investment promotion, Investors (indirect beneficiaries)

Period of Project: March 2016 - March 2020

Project Site: Mainly in Maputo City

Model Site: (None)

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks	
Overall Goal						
National and foreign direct investment is increased.	(1) Number and amount of national and foreign direct investment approved by APIEX	(1) APIEX's report	There will be no socio-economic incidents which have substantial negative impact on direct investment in Mozambique.	Number of projects approved: 331 in 2016, 267 in 2017, 329 in 2018, and 187 as of July 2019. Amount approved: 2,125 in 2016, 1,168 in 2017, 1,878 in 2018, and 551 as of July 2019 (mil. USD) In Maputo Province (Others have no available data), Number of realized project: 120 / 290 (approved in 2015-2017) (41.4%) Amount realized: 204 / 1,444 (approved in 2015-2017) million USD (14.1%)	The total of former CPI + GAZEDA	
	(2) Number and amount of realized national and foreign direct investment approved by APIEX	(2) APIEX's report				
Project Purpose						
APIEX's capacity for investment promotion and facilitation is enhanced.	(1) Investors' satisfaction with investment promotion/facilitation services provided by APIEX	(1) Interview with national and foreign companies	There will be no substantial changes in investment policy of the Mozambican government.	Promotion: 78% of investors approved in 2017 answered that "Laws and Regulations related to FDI" is useful for foreign investors. In addition, 50% of the investors reported that APIEX needs to improve investment promotion activities (e.g. promotion events and publication). Investment Approval: 93% of investors approved in 2017 answered as "no major obstacles". Facilitation: 50% of investors approved in 2017 answered that APIEX should improve their capacity of this function.		
	(2) Period required for obtaining investment approval and relevant business licenses	(2) Interview with APIEX and relevant organizations				Investment approval: 25 days on average in 2015, 22 days in 2016, 24 days in 2017 Business license: among investors approved in 2017, 64% obtained licenses within a month, 29% for 1-3 months, and 7% for more than 3 months
Outputs						
1. APIEX's investment promotion activities are improved.	(1) Number of revisions of investment promotion tools and investors' satisfaction to each revised edition	(1) APIEX's report, questionnaires	Authority and organization of APIEX will not be substantially changed.	Laws and Regulations related to FDI: compiled and published as part of CPI publication in Dec. 2016, updated in Aug. 2017 and Aug. 2019 Facts about Mozambique: updated in Aug. 2017 and Jul. 2019 Mozambique Investment Procedure Guide and Business Licensing Guide: published in Sep. 2019 Website: New website launched in November 2016, "Laws and Regulations related to FDI in Mozambique" was uploaded onto the website in April 2017		
	(2) Number of investment promotion events held by APIEX and participants' satisfaction to each event	(2) APIEX's report, questionnaires				Participated in 13 domestic events and 7 events abroad in 2018 (these promotion events include "Mozambique-Portugal Business Forum in Maputo (Jul.)", "FACIM 2018 (Aug.)", "Africa-China Cooperation Forum (FOCAC) in Beijing (Sep.)", and "Mozambique-Malaysia Business Forum in Maputo (Oct)") Investors' satisfaction was not surveyed in the last investment seminar in Tokyo (Feb. 2, 2018), but according to the host institutions, the seminar aroused considerable interests among participants.
	(3) Manuals for investment promotion activities	(3) Government documents				SOP is being drafted with APIEX with assistance from the Project

2. Operations for investment approval, business licensing support and investment monitoring become smooth and effective.	(1) List of persons/departments responsible for business licensing in relevant organizations	(1) Project report	<p>Mozambique Business Licensing Guide was developed in which, the list of authorizing departments with their contact information is included.</p> <p>Mozambique Business Licensing Guide was developed in which, the list of business licenses and authorizing organizations is included.</p> <p>None since 2017 but APIEX has been conducting investment monitoring at the provincial level and captured the degree of investment realization.</p> <p>Investment approval: None (has started to draft SOP) Business licensing support: Mozambique Business Licensing Guide developed Investment monitoring: None (has started to draft SOP)</p>
	(2) List of business licenses and issuing organizations	(2) Project report	
	(3) Number of reports to the cabinet regarding investment realization	(3) APIEX's report	
	(4) Manuals and Standard of Procedures (SOP) for investment approval, business licensing support and investment monitoring	(4) Government documents	
3. PEPiP implementation is advanced through facilitation by APIEX.	(1) Progress of implementation of PEPiP action agenda	(1) PEPiP progress report, interview with APIEX and relevant organizations	<p>Implementation of PEPiP (2014-2016) was evaluated by three criteria: Green (G: full implementation), Light Green (LG: partial implementation) and Red (R: No implementation).</p> <p>Pillar 1 (Improvement of business environment): 3 subjects (1 G, 2 R) Pillar 2 (Capacity and institutional development): 3 (1 G, 1 LG, 1 R) Pillar 3 (Investment opportunity portfolio): 2 (2 G) Pillar 4 (Target markets for investment promotion): 2 (1 G, 1 R) Pillar 5 (National business community): 9 subjects (2 G, 6 LG, 1R) In total 19 subjects: 7 Green, 7 Light Green and 5 Red</p> <p>PEPiP Roundtable: 6th Meeting was held on Nov. 23, 2016. PEPiP Progress monitoring was conducted by visiting all PEPiP member institutions from Mar. to Jun. 2016. PEPiP Next Phase (2017-2019) was drafted and its Implementation Plan was presented at the 2nd JCC Meeting held on Mar. 29, 2017. PEPiC (2020-2030) was drafted by APIEX in August 2018, and JPT provided its comments on the occasion of Roundtable Meeting. PEPiP Roundtable: 7th Meeting was held on Dec. 6, 2018 PEPiC 2rd Draft presented at JCC Meeting on 24 May 2019 PEPiC Final Draft is on the way for completion</p>
	(2) Number of guidance/advice provided for PEPiP implementation	(2) Project report	

Activities	Inputs		Important Assumption
	Japanese Side	Mozambican Side	
<p>1-1 The current situation of APIEX's investment promotion activities is analyzed (in terms of classification of investment promotion activities, division of responsibility among sections/staff, annual planning/monitoring of activities, concrete workflow of conducting respective activity items, etc.).</p> <p>1-2 Based on the results of the analysis, problems of the current investment promotion activities are identified, and course of action is worked out for improving the activities to achieve higher investor orientedness.</p> <p>1-3 Concrete actions for improving investment promotion activities are taken through daily operation and by referring to other countries' good practices. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Information provision for interested investors (including management of client information) - Development/improvement of investment promotion materials (such as sector profile and investment guide) - Organization of promotional events (such as missions and seminars) - Selection of priority target market and proactive promotional activities for such market <p>1-4 APIEX's way of conducting promotion activities in a investor-oriented manner is established (through preparation of manuals etc.).</p>	<p>1. Japanese Experts (1) Team Leader / Investment Promotion (2) Deputy Team Leader / Organizational Management (3) Investment Approval / Investment Facilitation (Legal Aspect) (4) Investment Approval / Investment Facilitation (Business Environment) (5) Investment Approval / Investment Facilitation (Procedure) (6) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel (1) Project Director (2) Project Manager (3) Counterpart staff</p> <p>2. Suitable office space with necessary equipment (printer, copying machine, etc.)</p> <p>3. Equipment and any other materials necessary for the implementation of the Project</p> <p>4. Running expenses necessary for the implementation of the Project</p>	<p>Counterpart staff will not leave APIEX.</p>
<p>2-1 The current situation of APIEX's operations related to investment approval, business licensing support and investment monitoring is analyzed (in terms of concrete workflow of each operation, division of responsibility among the staff of Project Management Service, coordination with other organizations, etc.)</p> <p>2-2 Based on the results of the analysis, problems of the operations related to investment approval, business licensing support and investment monitoring are identified, and course of action is worked out for improving the operations to achieve higher investor orientedness.</p> <p>2-3 Concrete actions for improving the operations are taken referring to other countries' good practice. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects - Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses) - Investment monitoring: Effective communication with approved investment projects, information management of realized investment <p>2-4 APIEX's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established (through preparation of manuals, SOP, etc.).</p>			
<p>3-1 Relevant knowledge concerning PEPiP implementation is acquired.</p> <p>3-2 Appropriate measures are taken for advancing PEPiP implementation making use of the knowledge acquired.</p> <p>3-3 Appropriate support and monitoring activities, in line with investment promotion strategy for PEPiP member institutions are identified.</p> <p>3-4 The activity 3-3 are taken in cooperation with those institutions.</p>			
			Pre-Conditions
			
			<Issues and countermeasures>

Output 2: Operations for investment approval, business licensing support and investment monitoring become smooth and effective.														
2.1 The current situation of APIEX's operations related to investment approval, business licensing support and investment monitoring is analyzed.	○	◎	◎	◎	○	Plan					JICA	APIEX	- The current situation of CPI's investment approval, business licensing support and investment monitoring was analyzed. - Findings were summarized in Baseline Survey Report and it was finalized in Oct. 2016.	No further action required
						Actual								
2.2 Based on the results of the analysis, problems of the operations related to investment approval, business licensing support and investment monitoring are identified, and course of action is worked out for <u>improving the operations to achieve higher investor</u>	○	◎	◎	◎	○	Plan					JICA	APIEX	- Based on the findings and recommendations of the Baseline Survey, Action Plan was prepared. - Action Plan was also presented at the 2nd JCC Meeting.	Will be revised as may be needed
						Actual								
2.3 Concrete actions for improving the operations are taken referring to other countries' good practice.	○	◎	◎	◎	○	Plan					JICA	APIEX	- For actions related to Investment Approval, Application Form for proposed projects was revised. - For actions related to Monitoring and Aftercare, the coordination with local governments has commenced (Maputo and Inhambane Pro.). The percentage of approved companies that APIEX collected information has reached 70%. - Study of Foreigners Employment Quota was finalized. The report was shared at 3rd JCC meeting and submitted to Ministry of Labor.	Provincial Delegates lack means of investment monitoring (e.g. phone and transport) due to budget shortages.
						Actual								
2.4 APIEX's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established.	○	◎	◎	◎	○	Plan					JICA	APIEX	- For actions related to Business Licenses, APIEX started to plan more robust operation system for coordinating more closely with related ministries and other governmental entities. - For actions related to Investment Monitoring, APIEX started to reach all the investors whose investment projects have been approved in the last 5 years, to identify their constraints and difficulties (Maputo Province)	
						Actual								
Output 3: PEPIC implementation is advanced through facilitation by CPI.														
3.1 Relevant knowledge concerning PEPIC implementation is acquired.	◎	○				Plan					JICA	APIEX	- The progress of PEPIC was monitored by visit-interviews to all PEPIC member institutions during Mar. to Oct. 2016. - Through these interviews and compilation work of the progress into "implementation matrix", the relevant knowledge of PEPIC was acquired. - JPT confirms the next step by APIEX for cabinet approval.	No further action required
						Actual								
3.2 Appropriate measures are taken for advancing PEPIC implementation making use of the knowledge acquired.	◎	○				Plan					JICA	APIEX	- The 6th PEPIC Roundtable was conducted on Nov. 23, 2016. - The draft outline and implementation plan of the next PEPIC (2017-2019) was prepared and presented to PEPIC members. - The draft PEPIC (2019-29) was prepared by APIEX and JICA Team provided its comments. - The 7th PEPIC Roundtable Meeting was conducted on Dec. 6, 2018.	
						Actual								
3-3 Appropriate support and monitoring activities, in line with investment promotion strategy for PEPIC	◎	○				Plan					JICA	APIEX	- Visit to Zambeze Valley Authority (AdZ) in May 2118 (This activity has been added to PDM as of 11 May 2018)	
						Actual								
3-4 The activity 3-3 are taken in cooperation with those institutions.	◎	○				Plan					JICA	APIEX	- Cooperation with AdZ. (This activity has been added to PDM as of 11 May 2018)	
						Actual								

Duration / Phasing		Plan																						
		Actual																						
Monitoring Plan	Year	1st Year				2nd Year				3rd Year				4th Year				5th year				Remarks	Issue	Solution
		I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Monitoring																								
Joint Coordinating Committee		Plan	●				●				●				●				●				The 4th JCC meeting was held on May 24, 2019.	
		Actual	●				●				●				●	●								
Baseline Survey		Plan	█																Findings and recommendations of the Baseline Survey were presented during the 6th PEPIP Roundtable Meeting. The Baseline Survey Report was finalized in October 2016.					
		Actual	█																					
Set-up the Detailed Plan of Operation (Action Plan)		Plan					▲																Action Plan was prepared based on the Baseline Survey. It was presented during the 2nd JCC Meeting.	
		Actual					▲																	
Submission of Monitoring Sheet		Plan	▲		▲		▲		▲		▲		▲		▲		▲		▲		▲		- Project Monitoring Sheet (ver. 1) was submitted to JICA on Mar. 28, 2016. PMS (ver. 2) was submitted in Sep. 2016, PMS (ver. 3) in Mar. 2017, PMS (ver. 4) in Sep. 2017, PMS (ver. 5) in Mar. 2018, PMS (ver. 6) in Sep. 2018, PMS (ver. 7) in Feb. 2019. - MS (ver. 8) is submitted at the end of Sep. 2019.	
		Actual	▲		▲		▲		▲		▲		▲		▲		▲		▲	▲				
PEPIP Roundtable Meetings /Project Seminars		Plan	█								█												The 6th PEPIP Roundtable Meeting was held on Nov. 23, 2016. The 7th PEPIP Roundtable Meeting was held on Dec. 6, 2018.	
		Actual	█								█													
Post Monitoring		Plan																					Planned to be carried out after completion	
		Actual																						
Reports/Documents																								
Project Progress Report		Plan									▲												Submitted at the end of Mar. 2018	
		Actual									▲													
Project Completion Report		Plan																	▲				Planned to be carried out before the completion	
		Actual																						
Public Relations																								
		Plan																					- An article presenting the 4th JCC was submitted to JICA Mozambique Office for JICA website and newsletter in June 2019. - TICAD VII Side Event: Provision of PR material at Mozambique booth (Business Expo)	
		Actual																						

添付 4: アクションプラン最終版

**JICA Project for Enhancing Capacity of
Investment Promotion and Facilitation
in the Republic of Mozambique**

**Action Plan
2017-2020**

Ver. 3

July 2019

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Note:

APIEX was created as a result of merger of three institutions, namely CPI, GAZEDA and IPEX in 2017. The name of organization used in this document is basically APIEX unless it is appropriate to specify the former names such as CPI or GAZEDA.

1. Introduction

This Action Plan was formulated based on the findings and recommendations of the Baseline Survey, which had been conducted from March to September 2016 under JICA Project for Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique (hereinafter referred to as the Project). While the Project's Work Plan, presented during the 1st Joint Coordination Committee Meeting held on March 18, 2016, provides a brief introduction to the planned activities of the Project, this Action Plan aims to lay out its activities in detail. According to the Work Plan, the Action Plan was to be formulated within one year from the start of the Project.

Actions set out in this Plan are, in principal, those which will be undertaken collaboratively by CPI/APIEX and JICA Project Team (JPT) to achieve the project's objectives and outputs. Therefore, the time span of this Action Plan is fixed within the duration of the Project, completing in March 2020.

2. Structure of Action Plan

As result of the Baseline Survey, "challenges and recommendations" were articulated for each Project's Output, and each of short-term and medium-to long-term recommendations have been interpreted into "Subjects" in this Action Plan. The actions to realize each subject are proposed with reference to challenges, required inputs and expected achievements derived from each recommendation. The "Subjects" are bundled together to make up a "Subject Group", and "Subject Group" has been consolidated into 4 thematic activities corresponding to the Outputs of the Project, namely 1) Organizational Structure and Management (Cross-cutting Activities), 2) Investment Promotion (Output 1), 3) Investment Approval, Business Licensing Support, Investment Monitoring (Output 2) and 4) Strategy Plan for Investment Promotion (PEPIP Implementation (Output 3).

As the result, 11 subject groups, 43 subjects in total, are proposed herewith and each subject is composed of a series of related actions, 123 actions in total. A successful implementation of each action to support these subjects is expected to help achieve their objectives and outputs of the Project.

Number of Proposed Subjects and Actions

Output Level (4)	Subjects	Actions
1) Organizational Structure and Management (Cross-cutting)	15	39
2) Investment Promotion (Output 1)	7	22
3) Investment Approval, Licensing and Monitoring (Output 2)	17	50
4) PEPIP Implementation (Output 3)	4	12
Total	43	123

JICA Project for Enhancing Capacity of Investment Promotion and Facilitation
in the Republic of Mozambique
Action Plan 2017-2020

Overall Picture of All Subjects and Actions

Category	Subject Group	Subject (43)	Action Planned (131)	Action(*) (123)
	Organizational Structure	AP111 Set up Policy Planning Unit	3	3
		AP112 Set up Legal Unit	3	3
		AP113 Set up Monitoring Unit or assign full time staff to monitoring	4	4
	Management System	AP1211 Enhance the stability of internet and internal network	5	2
		AP1212 Improve data backup management	2	2
		AP1213 Utilize existing IT equipment effectively and enhance IT equipment	4	3
		AP1214 Utilize cloud service	2	2
		AP122 Consolidate Planning, Budgeting and Reporting System	4	4
	Human Resources Development	AP131 Develop APIEX Human Resources Development Plan	2	2
		AP132 Implement APIEX HRD Plan	2	2
		AP133 Accumulate Business Knowledge	3	3
		AP1341 Improve IT skill required for daily work	3	3
		AP1342 Utilize IT tools more effectively	2	2
		AP1343 Strengthen information security awareness	2	2
AP1344 Enhance the capacity of IT section		2	2	
Investment Promotion (Output 1)	Promotion Activities	AP211 Develop and update APIEX investment promotion strategies	3	2
		AP212 Conduct Effective Operation of Promotion Events	3	3
		AP213 Follow up Promotion Events	2	2
	Promotion Tools (Publication)	AP221 Update existing promotion materials and produce new materials	5	5
		AP222 Set up library of promotion materials	3	3
	Promotion Tools (Website)	AP231 Improve the contents of website	6	4
AP232 Use government domain		3	3	
Investment Approval and Facilitation (Output 2)	Investment Approval	AP311 Modify existing excel form	3	3
		AP312 Archive TA and relevant documents in digital form	2	2
		AP313 Develop database system for investment project management linked with monitoring	4	4
		AP314 Merged to Subject No. 313		
		AP315 Produce SOP of investment approval	3	3
	Investment Facilitation	AP321 Identify necessary documents required for business licenses application	3	3
		AP322 Identify background and reasons of cases for long duration in licensing	2	2
		AP323 Improve info sharing between APIEX and ministries at the operation level	3	3
		AP324 Strengthen function of APIEX delegation to coordinate with local government	2	2
		AP325 Analysis of Foreigner Employment Quota	3	3
		AP326 Analysis of Foreign Exchange Control and Finance	3	3
	Monitoring	AP331 Complete lists of approved projects with contact information	2	2
		AP332 Strengthen the coordination with local government for monitor investment projects	6	6
		AP333 Design compulsory system to enforce investors to make regular reports	2	1
		AP334 Improve the management of collected monitoring information	3	4
Aftercare	AP341 Identify investors in need for aftercare	3	3	
	AP342 Contact investors and provide aftercare services within APIEX's scope	4	4	
	AP343 Elaborate issues induced from aftercare beyond APIEX capacity	3	2	
PEPIP (Output 3)	AP411 Organize and conduct PEPIP Roundtable Meetings	3	3	
	AP412 Assist APIEX in monitoring progress of PEPIP	3	3	
	AP413 Prepare framework for the next PEPIP (2018-2020)	3	3	
	AP414 Support and monitoring activities for next PEPIP	3	3	

(*) Number of actions to be implemented

3. Detailed Description of Subjects and Actions

This section presents the details of each subject by lining up a series of individual actions.

3.1 Organizational Structure and Management

“Organizational Structure and Management” is composed of 3 subject groups (including 2 sub-groups) and 15 subjects, as listed below and intended goals are described for each subject group.

- 1) Organizational Structure: 3 Subjects
- 2) Operational Instruments and System (including IT sub-group): 5 Subjects
- 3) Human Resource Development (including competency in IT sub-group): 7 Subjects

3.1.1 Organizational Structure: 3 Subjects

The goal of this subject group is to strengthen APIEX’s organizational capacity by enhancing its policy analysis, planning and coordination, knowledge in legal and administrative rules, and monitoring of approved investment projects, which have been identified as being needed to be strengthened. It is intended that APIEX become the organization with sufficient capacity to implement investment promotion policy more effectively. Under this group, there are 3 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	111
Name of Subject	Set up Policy Planning Unit
Challenge	The capacity of in-house research, policy analysis, strategic planning, and follow-up of PEPiP implementation needs to be strengthened.
Actions	<p><u>Action-1: Draft Terms of Reference (TOR) of Policy Planning Unit</u></p> <ul style="list-style-type: none"> ● List of responsibilities of Policy Planning Unit and its structure will be drafted. <p><u>Action-2: Discuss TOR with DG and DDG</u></p> <ul style="list-style-type: none"> ● List of responsibilities and structure will be modified based on the discussion with DG and DDG. <p><u>Action-3: Establish Policy Planning Unit</u></p> <ul style="list-style-type: none"> ● Policy Planning Unit will be set up under DG and DDG.
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-long term
Offices in Charge	(APIEX) Director General, Deputy Director General (JPT) Ishida

Required Inputs	Expenses for establishing new unit and assigned staff
Expected Achievements	Policy Planning Unit is established.

Subject No.	112
Name of Subject	Set up Legal Unit
Challenge	The capacity of tracking and analyzing changes in the legal framework related to investment across different sectors needs to be strengthened.
Actions	<p><u>Action-1: Draft Terms of Reference (TOR) of Legal Unit</u></p> <ul style="list-style-type: none"> ● List of responsibilities of Legal Unit and its structure will be drafted. <p><u>Action-2: Discuss TOR with DG and DDG</u></p> <ul style="list-style-type: none"> ● List of responsibilities and structure will be modified based on the discussion with DG and DDG. <p><u>Action-3: Establish Legal Unit</u></p> <ul style="list-style-type: none"> ● Legal Unit will be set up under DG and DDG.
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-long term
Offices in Charge	(APIEX) Director General, Deputy Director General (JPT) Ishida
Required Inputs	Expenses for establishing new unit and assigned staff
Expected Achievements	Legal Unit is established.

Subject No.	113
Name of Subject	Set up Monitoring Unit or assigning full time staff to monitoring
Challenge	There is difficulty in collecting information from approved projects due to lack of contacts and refusal with response rate being 24%. The capacity of monitoring needs to be strengthened either by setting up a unit dedicated to or assigning full-time staff to monitoring function.
Actions	<p><u>Action-1: Confirm organization structure of APIEX</u></p> <ul style="list-style-type: none"> ● Organizational structure of new organization will be analyzed. <p><u>Action-2: Draft Terms of Reference (TOR) of Monitoring Unit</u></p> <ul style="list-style-type: none"> ● List of responsibilities of Monitoring Unit and its structure will be drafted. <p><u>Action-3: Discuss TOR with DG and DDG</u></p>

	<ul style="list-style-type: none"> List of responsibilities and structure will be modified based on the discussion with DG and DDG. <p><u>Action-4: Establish Monitoring Unit or assign full-time officers</u></p> <ul style="list-style-type: none"> A unit dedicated to investment monitoring will be set up or full-time officers who engage in monitoring will be assigned.
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) Director General, Deputy Director General (JPT) Ishida, Sai
Required Inputs	Expenses for establishing new unit and assigned staff
Expected Achievements	Monitoring Unit is established or full-time officers who engage in monitoring are assigned.

3.1.2 Operational Instruments and System: 5 Subjects

The goal of this subject group is to strengthen APIEX's capacity in information technology and more systematic administration of planning, budgeting and reporting. It is intended that daily operation of APIEX be more efficient and accurate which will contribute to provision of better services to investors. Under this group, there are 5 subjects, as listed below elaborated with their challenges and actions to be taken.

3.1.2.1 Information Technology: 4 Subjects

The goal of this subject group is to strengthen APIEX's capacity in information technology including improvement of network environment, data backup management, more efficient utilization of existing facility and cloud services.

Subject No.	1211
Name of Subject	Enhance the stability of internet and internal network
Challenge	Network is not stable.
Actions	<p><u>Action-1: Conduct survey of IT infrastructure of former GAZEDA</u></p> <ul style="list-style-type: none"> Survey hardware, software, network and server configuration of former GAZEDA by questionnaire and interviewing with IT staff <p><u>Action-2: Identify necessary equipment to enhance the network stability</u></p> <ul style="list-style-type: none"> Analyze the specification of current network equipment Survey procurable network equipment in the market <p><u>Action-3: Purchase necessary equipment (e.g. router for business purpose) (*)</u></p> <ul style="list-style-type: none"> Prepare budget for purchasing necessary equipment (*)

	<ul style="list-style-type: none"> ● Purchase necessary equipment (*) <p><u>Action-4: Improve server configuration such as setting of filtering (*)</u></p> <ul style="list-style-type: none"> ● Analyze current server setting (*) ● Study applicable sever settings to improve network stability (*) ● Change server setting (*) <p><u>Action-5: Establish rules for network usage</u></p> <ul style="list-style-type: none"> ● Prepare draft rules for network usage ● Draft rules are approved by top management (*) ● Disseminate the rules to APIEX staff (*)
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	Budget for purchasing necessary equipment
Expected Achievements	Network will be stable.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● The staffing of DTIC and their budget were not finalized as of June 2019. Under these circumstances, it is considered that implementation for equipment purchase within the project period will be difficult. ● For Action-5, draft rules for network usage will be prepared as a document.

Subject No.	1212
Name of Subject	Improve data backup management
Challenge	Data backup is not conducted frequently.
Actions	<p><u>Action-1: Improve data backup management at main office (former GAZEDA office)</u></p> <ul style="list-style-type: none"> ● Study applicable backup method and necessary backup device ● Make suggestions for improving current backup method ● Purchase backup device, if necessary (*) ● Improve current backup method or implement new backup method (*) <p><u>Action-2: Establish data backup method at office at second office (former CPI office)</u></p> <ul style="list-style-type: none"> ● Study applicable backup method and necessary backup device ● Make suggestions for improving current backup method

	<ul style="list-style-type: none"> ● Purchase backup device, if necessary (*) ● Implement new backup method (*)
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	Budget for purchasing backup device
Expected Achievements	Risk of data loss will be reduced.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● The staffing of DTIC and their budget were not finalized as of June 2019. Under these circumstances, it is considered that implementation for equipment purchase within the project period will be difficult. ● Suggestions for improvement of data backup management will be prepared as a document.

Subject No.	1213
Name of Subject	Utilize existing IT equipment effectively and enhance IT equipment
Challenge	Existing IT equipment is not effectively utilized.
Actions	<p><u>Action-1: Make / Update an inventory of existing IT equipment</u></p> <ul style="list-style-type: none"> ● Make an inventory of existing IT equipment (First year) ● Update an inventory at least once a year <p><u>Action-2: Analyze an inventory and consider methods for effective use</u></p> <ul style="list-style-type: none"> ● Analyze an inventory of existing IT equipment ● Identify technical methods for effective use without additional cost ● Identify necessary IT equipment or accessories for existing IT equipment <p><u>Action-3: Apply methods for effective use</u></p> <ul style="list-style-type: none"> ● Apply technical methods without additional cost ● Prepare budget for purchasing necessary accessories for existing IT equipment ● Purchase necessary accessories <p><u>Action-4: Purchase necessary IT equipment according to the implementation of new information system (*)</u></p> <ul style="list-style-type: none"> ● Prepare budget for purchasing necessary IT equipment (*) ● Purchase necessary IT equipment (*)

Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	Budget for purchasing accessories for existing IT equipment / new IT equipment
Expected Achievements	<ul style="list-style-type: none"> ● Existing IT equipment will be effectively utilized. ● Purchase cost of new IT equipment will be reduced.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● The staffing of DTIC and their budget were not finalized as of June 2019. Under these circumstances, it is considered that implementation within the project period will be difficult.

Subject No.	1214
Name of Subject	Utilize cloud service
Challenge	Network is not stable.
Actions	<p><u>Action-1: Analyze the possibility of utilization of cloud service</u></p> <ul style="list-style-type: none"> ● Study advantage and disadvantage of utilization of hosting service for web server ● Study advantage and disadvantage of utilization of hosting service for mail server ● Study advantage and disadvantage of utilization of cloud storage ● Study advantage and disadvantage of utilization of cloud groupware ● Study government regulations on cloud usage <p><u>Action-2: Utilize hosting service for web server</u></p> <ul style="list-style-type: none"> ● Study providers who offer hosting service for web server ● Make a contract with a provider
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	Budget for paying for cloud service
Expected Achievements	<ul style="list-style-type: none"> ● APIEX website will be more stable. ● Mail system will be more stable. ● Risk of data loss will be reduced. ● More information will be shared between main office and delegation offices. ● Purchase cost of new IT equipment will be reduced.

Subject No.	122
Name of Subject	Consolidate Planning, Budgeting and Reporting System
Challenge	The current annual planning and budgeting calendar does not specify the timing of the preparation of reports.
Actions	<p><u>Action-1: Draft planning, budgeting and reporting annual cycle</u></p> <ul style="list-style-type: none"> ● Annual cycle of planning, budgeting and reporting will be clearly laid out in a document. <p><u>Action-2: Finalize planning, budgeting and reporting annual cycle and distribute it among staff</u></p> <ul style="list-style-type: none"> ● Calendar specifying annual cycle of planning, budgeting and reporting will be distributed among staff. <p><u>Action-3: Develop operation manual for planning, budgeting and preparation of reports</u></p> <ul style="list-style-type: none"> ● An operation manual about the preparation of plans, budget and reports is developed. ● This operation manual includes a template for annual plan. <p><u>Action-4: Revise operation manual for planning, budgeting and preparation of reports, if necessary</u></p> <ul style="list-style-type: none"> ● An operation manual for will be modified/updated as may be needed.
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) Division of Studies, Cooperation and Special Projects (DECPE) (JPT) Ishida
Required Inputs	General guideline prescribed by government
Expected Achievements	A clear annual cycle of planning, budgeting and preparation of reports is established. APIEX operation manual for planning, budgeting, and preparation of reports is developed and distributed among the concerned staff.

3.1.3 Human Resource Development: 7 Subjects

The goal of this subject group is to strengthen APIEX's human resource development through establishing HR development plan and its implementation and gaining knowledge for better services. It is intended that APIEX officials be able to assume their duties and provide investors with more professional services. The subjects also cover IT skill improvement of APIEX staff. Under this group, there are 7 subjects, as listed below

elaborated with their challenges and actions to be taken.

Subject No.	131
Name of Subject	Develop APIEX Human Resources Development Plan
Challenge	The current human resources development (HRD) plan (2015-2019) is not fully implemented. There is a need to renew HRD plan.
Actions	<p><u>Action-1: Conduct needs assessment interviews with Directors of Divisions and Departments</u></p> <ul style="list-style-type: none"> ● The needs for capacity development will be identified and prioritized after APIEX staffing is completed. ● Budgetary requirements and sources of funds will be defined according to different activities. <p><u>Action-2: Develop APIEX Human Resources Development Plan 2020-2022</u></p> <ul style="list-style-type: none"> ● The capacity development activities from <u>2020-2022</u> will be organized in a plan.
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-long term
Offices in Charge	(APIEX) Department of Human Resources (DRH) (JPT) Ishida
Required Inputs	N/A
Expected Achievements	Human Resources Development Plan 2020-2022 is developed.

Subject No.	132
Name of Subject	Implement APIEX HRD Plan
Challenge	After new APIEX HRD plan is formulated, capacity development activities need to be implemented according to plan.
Actions	<p><u>Action-1: Implement HRD Plan 2020-2022 relative to Project's outputs</u></p> <ul style="list-style-type: none"> ● Particularly the capacity development activities which are associated with objective and outputs of JICA project will be implemented. <p><u>Action-2: Monitor and review implementation status of capacity development activities in APIEX HRD Plan 2020-2022</u></p> <ul style="list-style-type: none"> ● Capacity development activities will be monitored closely recommendations will be made as may be needed.
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-long term
Offices in Charge	(APIEX) Entire APIEX and Department of Human Resources (DRH)

	(JPT) Ishida
Required Inputs	Financial requirements will be indicated to each activity listed in new APIEX HRD plan.
Expected Achievements	Capacity development activities are implemented as planned and monitored.

Subject No.	133
Name of Subject	Accumulate Business Knowledge (for investor-oriented services)
Challenge	There is a need to train staff in deepening of business knowledge (understanding of how investment decisions are made, how investor targeting approach is adopted, how resource-rich countries manage sustainable development, how promotion activities can be carried out effectively, etc.).
Actions	<p><u>Action-1: Conduct hearings from investors about investment decisions (e.g. Training in Japan)</u></p> <ul style="list-style-type: none"> ● Trainees will visit investors and learn about investment decisions. ● Trainees will learn how downstream industry of energy sector in other countries has been developed. ● Trainees will prepare post-training reports so that newly gained knowledge will be shared with other staff. <p><u>Action-2: Benchmark good practices of other IPAs (e.g. Third Country Study Tours)</u></p> <ul style="list-style-type: none"> ● Trainees visit IPAs and benchmark good practices (e.g. investment promotion, facilitation and monitoring). ● Trainees will prepare post-tour reports so that newly gained knowledge will be shared with other staff. ● Trainees will participate in and contribute to events such as “investment promotion strategy development meetings.” <p><u>Action-3: Gain knowledge of challenges in investment climate improvement (e.g. Project Seminars)</u></p> <ul style="list-style-type: none"> ● Participants will learn about themes relating closely to improvement of investment environment through project seminars.
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) All Service Divisions (JPT) Ishida

Required Inputs	Expenses incurred in travelling abroad and holding project seminars
Expected Achievements	New knowledge is acquired. Newly acquired knowledge is identified in post-training reports and shared among staff.

3.1.4.1 Competency in Information Technology: 4 Subjects

The goal of this subject group is to strengthen APIEX's human resource development in information technology through improvement of IT skill of APIEX staff for their daily work, utilization of IT tools, information security awareness and capacity building of IT section.

Subject No.	1341
Name of Subject	Improve IT skill required for daily work
Challenge	Need to improve IT skill required for dairy work.
Actions	<p><u>Action-1: Conduct survey of IT skill of APIEX's staff</u></p> <ul style="list-style-type: none"> ● Survey IT skill of APIEX's staff by questionnaire and interviewing with directors <p><u>Action-2: Make plan of IT-related training for APIEX staff</u></p> <ul style="list-style-type: none"> ● Identify the IT skill which APIEX staff should improve ● Study the feasibility of training ● Prepare a training plan <p><u>Action-3: Conduct IT-related training (e.g. Excel training) for APIEX staff</u></p> <ul style="list-style-type: none"> ● Conduct training ● Feedback training results into future training planning
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	Budget for conducting training
Expected Achievements	IT skill of APIEX staff required for daily work will be improved.

Subject No.	1342
Name of Subject	Utilize IT tools (e.g. schedule and task management IT tool) more effectively
Challenge	Schedule and task management IT tools are not fully utilized.
Actions	<p><u>Action-1: Make plan of training / seminar for familiarization of IT tools</u></p> <ul style="list-style-type: none"> ● Identify the IT tools which should be utilized more effectively ● Study the feasibility of training or seminar for familiarization of IT

	<p>tools</p> <ul style="list-style-type: none"> ● Prepare a training / seminar plan. <p><u>Action-2: Conduct training / seminar for familiarization of IT tools</u></p> <ul style="list-style-type: none"> ● Conduct training / seminar ● Feedback training results into future training planning
Timeline	<p><input checked="" type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada</p>
Required Inputs	<p>Budget for conducting training / seminar</p>
Expected Achievements	<ul style="list-style-type: none"> ● Information will be shared more effectively between main office and delegation offices, by utilizing schedule and task management IT tool. ● Existing IT tools will be utilized more effectively.

Subject No.	1343
Name of Subject	Strengthen information security awareness
Challenge	Information security awareness is not enough.
Actions	<p><u>Action-1: Make plan of training / seminar for information security awareness</u></p> <ul style="list-style-type: none"> ● Identify the important topics on information security for APIEX staff ● Study the feasibility of training or seminar for information security awareness ● Prepare a training / seminar plan. <p><u>Action-2: Conduct training / seminar for information security awareness</u></p> <ul style="list-style-type: none"> ● Conduct training / seminar ● Feedback training results into future training planning
Timeline	<p><input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada</p>
Required Inputs	<p>Budget for conducting training / seminar</p>
Expected Achievements	<p>Information security awareness will be enhanced.</p>

Subject No.	1344
Name of Subject	Enhance the capacity of IT section

Challenge	<ul style="list-style-type: none"> ● Need to improve IT skill required for dairy work. ● Schedule and task management IT tools are not fully utilized. ● Information security awareness is not enough.
Actions	<p><u>Action-1: Make plan of training for capacity building of IT staff</u></p> <ul style="list-style-type: none"> ● Identify the fields which IT staff should enhance ● Study the feasibility of training for IT staff ● Prepare a training plan (*) <p><u>Action-2: Conduct training for capacity building of IT staff</u></p> <ul style="list-style-type: none"> ● Conduct training ● Feedback training results into future training planning (*)
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	<ul style="list-style-type: none"> ● Budget for conducting training
Expected Achievements	<ul style="list-style-type: none"> ● IT skill of APIEX staff required for daily work will be improved, through the capacity building of IT staff. ● Existing IT tools will be utilized more effectively, through the capacity building of IT staff. ● Information security awareness will be enhanced, through the capacity building of IT staff.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● The staffing of DTIC was not finalized as of June 2019. Under these circumstances, it is considered that preparation of IT staff training plan within the project period will be difficult.

3.2 Investment Promotion (Output 1)

“Investment Promotion (Output 1)” is composed of 3 Subject Groups and 7 Subjects, as listed below and intended goals are described for each Subject Group.

- 1) Investment Promotion Activities: 3 Subjects
- 2) Investment Promotion Tools (Publication): 2 Subjects
- 3) Investment Promotion Tools (Website): 2 Subjects

3.2.1 Investment Promotion Activities: 3 Subjects

The goal of this subject group is to strengthen APIEX’s promotion activities by helping in the development of promotion strategies and effective conduct of promotion events. The subjects also cover follow-up of promotion events by responding to inquiries of investors. It is intended that APIEX be able to conduct investment promotion activities by providing

more accurate and up-dated information for potential investors. Under this group, there are 3 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	211
Name of Subject	Develop and update investment promotion strategy
Challenge	Strategy for APIEX's investment promotion activities needs to be developed and updated regularly.
Actions	<p><u>Action-1: Hold regular meetings to discuss APIEX investment promotion strategy</u></p> <ul style="list-style-type: none"> ● Regular meetings will be attended by representatives of all divisions, including those who participated in the 1st Training in Japan. <p><u>Action-2: Develop APIEX investment promotion strategy</u></p> <ul style="list-style-type: none"> ● APIEX investment promotion strategy will be developed annually based on the discussions of meetings. <p><u>Action-3: Assess implementation status of APIEX investment promotion strategy and revise strategy (*)</u></p> <ul style="list-style-type: none"> ● The assessment of implementation status and revision of strategy is spearheaded by Department of Investment Promotion, Communication and Marketing. (*)
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) Department of Investment Promotion, Communication and Marketing (DPICM) (JPT) Tanaka, Ishida
Required Inputs	N/A
Expected Achievements	APIEX Investment promotion strategy is developed every year.
Reasons for non-implementation for actions with (*)	Due to the delay in APIEX staffing, this activity (Action-3) has been suspended. The first APIEX investment strategy will be drafted during the last months of the year 2019. It will be difficult to conduct assessment of its implementation status before the end of the Project.

Subject No.	212
Name of Subject	Conduct Effective Operation of Promotion Events
Challenge	The effectiveness of promotion events (more effective scenarios for organizing events, not just relying on provision of updated basic data, investment opportunities, regulatory framework, procedural information)

	needs to be improved
Actions	<p><u>Action-1: Draft questionnaire to be used for promotion seminars and revise it as may be needed</u></p> <ul style="list-style-type: none"> ● Questionnaire format will be drafted. <p><u>Action-2: Prepare and improve seminar programs with well-thought out scenarios</u></p> <ul style="list-style-type: none"> ● Event scenarios are developed prior to each seminar and promotion events. ● For every event relevance and effectiveness of resource speakers is examined and programmed as may be necessary. <p><u>Action-3: Prepare Standard Operating Procedure (SOP) for conducting seminars</u></p> <ul style="list-style-type: none"> ● SOP for conducting seminars will be developed and distributed among APIEX staff.
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) Department of Investment Promotion, Communication and Marketing (DPICM) (JPT) Tanaka, Ishida
Required Inputs	Expenses of conducting seminars and other promotion events
Expected Achievements	Promotion events are effectively conducted and SOP for conducting seminars is developed.

Subject No.	213
Name of Subject	Follow up Promotion Events
Challenge	Contact information of potential investors is not properly managed. Follow-ups of promotion events are rarely conducted.
Actions	<p><u>Action-1: Organize contact information of seminar participants</u></p> <ul style="list-style-type: none"> ● Contact information of seminar participants is obtained and organized after each event. <p><u>Action-2: Respond to inquiries and keep contacts with seminar participants</u></p> <ul style="list-style-type: none"> ● Inquiries will be answered, and seminar participants will be informed of new promotion events.
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) Department of Investment Promotion, Communication and

	Marketing (DPICM) (JPT) Ishida, Yamada
Required Inputs	N/A
Expected Achievements	Contact information of seminar participants is organized. Seminar participants are informed of new promotion events.

3.2.2 Investment Promotion Tools (Publication): 2 Subjects

The goal of this subject group is to help equip APIEX with updated promotion materials, in order to be able to offer up-to-date, precise information and data to investors. The subjects also aim to provide investors with easier access to those promotion materials. It is also intended that APIEX be able to conduct investment promotion activities by providing more accurate and up-dated information for potential investors. Under this group, there are 2 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	221
Name of Subject	Update existing promotion materials and produce new materials
Challenge	Some promotion materials and reference materials for investors are outdated and needs updating.
Actions	<p><u>Action-1: Compile "Laws and Regulations related to FDI in Mozambique"</u></p> <ul style="list-style-type: none"> ● Regulations and procedures related to foreign direct investment in Mozambique will be drafted. <p><u>Action-2: Publish "Laws and Regulations related to FDI in Mozambique"</u></p> <ul style="list-style-type: none"> ● Laws and Regulations related to FDI will be published. <p><u>Action-3: Review and revise Facts about Mozambique (Eng. version)</u></p> <ul style="list-style-type: none"> ● The contents of Facts about Mozambique will be reviewed and revised. <p><u>Action-4: Publish new Facts about Mozambique (Eng. version)</u></p> <ul style="list-style-type: none"> ● New Facts about Mozambique will be published. <p><u>Action-5: Update the list of promotion materials, including those related to SEZs/IFZs</u></p> <ul style="list-style-type: none"> ● List of promotion and reference materials will be updated regularly and stored as part of E-library.
Timeline	■ Short term ■ Med-to-long term

Offices in Charge	(APIEX) Department of Investment Promotion, Communication and Marketing (DPICM) (JPT) Tanaka, Ishida, Oguchi, David
Required Inputs	Printing expenses
Expected Achievements	"Laws and Regulations related to FDI" is published. Facts about Mozambique is revised. The list of promotion and reference materials is updated regularly.

Subject No.	222
Name of Subject	Set up library of promotion materials and ensure easy access to materials
Challenge	Promotion materials are not managed and stored properly.
Actions	<p><u>Action-1: Set up E-documents library at APIEX server</u></p> <ul style="list-style-type: none"> ● Ensure all documents (promotion materials, reference materials, internal documents) are accessible to all staff <p><u>Action-2: Make promotion materials, including those related to SEZs/IFZs, available on the website</u></p> <ul style="list-style-type: none"> ● All promotion and reference materials are placed in website so that they can be downloaded by interested parties. <p><u>Action-3: Set up small library of all APIEX publications at Reception area</u></p> <ul style="list-style-type: none"> ● A small library for promotion materials and other reference materials for investors will be placed at Reception area.
Timeline	■ Short term ■ Med-to-long term
Offices in Charge	(APIEX) Department of Investment Promotion, Communication and Marketing (DPICM) (JPT) Ishida, Yamada
Required Inputs	Expenses incurred from bookshelf, etc.
Expected Achievements	The documents for E-library, in forms of electronic file, has been prepared, and ready for up-loading when the server and website are set up. Small library will be set up at the end of project period.

3.2.3 Investment Promotion Tools (Website): 2 Subjects

The goal of this subject group is to improve APIEX's investment promotion activities through utilization of APIEX's website. The subjects cover improvement of website

contents and usage of government domain. It is intended that APIEX be able to provide more accurate and up-dated information through its official website for any interested corporations and individuals. Under this group, there are 2 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	231
Name of Subject	Improve the contents of website
Challenge	Information is not updated frequently.
Actions	<p><u>Action-1: Make downloadable all existing documents in PDF</u></p> <ul style="list-style-type: none"> ● Upload all existing documents into the website <p><u>Action-2: Make available statistics of approved projects and realized projects</u></p> <ul style="list-style-type: none"> ● DGFPI sends the statistics of approved projects and realized projects to DPIE periodically. ● Upload the latest statistics of approved projects and realized projects into the website periodically <p><u>Action-3: Analyze other websites including former GAZEDA website, which contain useful information for investors (*)</u></p> <ul style="list-style-type: none"> ● Collect information on useful sites and analyze them (*) <p><u>Action-4: Create links to useful information for investors (e.g. E-BAU portal) (*)</u></p> <ul style="list-style-type: none"> ● Modify the website (*) <p><u>Action-5: Enhance the inquiry functions for investors (*)</u></p> <ul style="list-style-type: none"> ● Collect information for enhancing the inquiry functions for investors (*) ● Design the inquiry functions on the website. (*) ● Modify the website (*) ● Publish the inquiry functions for investors on the website (*) <p><u>Action-6: Update information continuously, including the utilization of social media</u></p> <ul style="list-style-type: none"> ● Update information on the website continuously ● Provide information using social media such as Facebook, Twitter, continuously <p><u>Action-7: Monitor the progress of the new APIEX website development updates (by another donor)</u></p> <ul style="list-style-type: none"> ● Monitor the progress of website development

	<ul style="list-style-type: none"> ● Monitor the status of website updates ● Make technical advises as needed
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Division of Investment and Export Promotion (DPIE) (JPT) Yamada, Ishida and Sai
Required Inputs	<ul style="list-style-type: none"> ● Budget for creating the website ● Person who updates the contents on the website, continuously
Expected Achievements	Latest information will be available on the website.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● After the merger of CPI into APIEX, the former CPI website was terminated. The website development for APIEX is currently supported by another donor to start in August 2019. ● Action-7 has been added to monitor the website development by another donor.

Subject No.	232
Name of Subject	Use government domain
Challenge	Commercial domain is used.
Actions	<p><u>Action-1: Take the necessary procedures to obtain government domain</u></p> <ul style="list-style-type: none"> ● Request the use of government domain to the relevant organization ● Pay registration fee for domain name <p><u>Action-2: Configure domain setting</u></p> <ul style="list-style-type: none"> ● Configure the setting of web server. <p><u>Action-3: Publicize new domain name (new URL)</u></p> <ul style="list-style-type: none"> ● Inform the relevant government agencies about a new URL ● Publicize a new URL
Timeline	■ Short term □ Med-to-Long term
Offices in Charge	(APIEX) Division of Investment and Export Promotion (DPIE) and Dept. of IT and Communication (DTIC) (JPT) Yamada
Required Inputs	Budget for registration of domain name
Expected Achievements	Credibility of website will be increased.

3.3 Investment Approval, Business Licensing Support and Investment Monitoring (Output 2)

“Investment Approval, Business Licensing Support and Investment Monitoring” is composed of 4 Subject Groups and 17 Subjects as listed below, and intended goals are described for each Subject Group.

- 1) Investment Approval: 5 Subjects
- 2) Facilitation on Investment Procedure: 5 Subjects
- 3) Investment Monitoring: 4 Subjects
- 4) Aftercare: 3 Subjects

3.3.1 Investment Approval: 5 Subjects

The goal of this subject group is to improve APIEX’s operation on approving investment projects, mainly in terms of information management. It is intended that approval process at APIEX be more quick and efficient for applying investors. Under this group, there are 5 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	311
Name of Subject	Modify existing excel form
Challenge	A series of actions related to each project, such as submission, approval, amendment and monitoring is not linked.
Actions	<p><u>Action-1: Define code to link a series of actions related to each project</u></p> <ul style="list-style-type: none"> ● Define a unique code for investment project <p><u>Action-2: Design new excel form</u></p> <ul style="list-style-type: none"> ● Modify the existing excel form for received project and received amendment. ● Modify the existing excel form for approved project ● Modify the existing excel form for approved amendment. ● All new excel forms should have a column for project code (unique code for each investment project). <p><u>Action-3: Use the new excel form</u></p> <ul style="list-style-type: none"> ● Record new investment projects in the new excel form
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Division of Investment Project Management and Facilitation (DGFPI) (JPT) Yamada

Required Inputs	N/A
Expected Achievements	<ul style="list-style-type: none"> ● A series of actions related to each project, such as submission, approval and amendment, will be linked easily. ● Migration of data from Excel to database at Program 313 will be easily conducted.

Subject No.	312
Name of Subject	Archive TA and relevant documents
Challenge	Documents related to projects are not archived in digital form.
Actions	<p><u>Action-1: Make rules for archiving TA and relevant documents in PDF</u></p> <ul style="list-style-type: none"> ● Make rules of file name and folder name <p><u>Action-2: Archive TA and other relevant documents in PDF</u></p> <ul style="list-style-type: none"> ● Archive TA and other relevant documents of newly-approved projects in PDF ● Archive TA and other relevant documents of projects approved in the past in PDF, if necessary
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Division of Investment Project Management and Facilitation (DGFPI) (JPT) Yamada
Required Inputs	High-speed scanner Person who works for scanning documents.
Expected Achievements	It will be easy to find the information on investment projects.

Subject No.	313
Name of Subject	Develop database system for investment project management linked with monitoring
Challenge	<ul style="list-style-type: none"> ● A series of actions related to each project, such as submission, approval, amendment and monitoring is not linked. ● Monitoring data is not recorded through the computers.
Actions	<p><u>Action-1: Conduct survey on information management of investment projects in APIEX (former CPI and GAZEDA)</u></p> <ul style="list-style-type: none"> ● Survey database system for investment project used in former GAZEDA

	<ul style="list-style-type: none"> ● Consider integration of database system of former CPI and GAZEDA <p><u>Action-2: Define the design (functions) of database system</u></p> <ul style="list-style-type: none"> ● Define system requirement ● Design functions and user-interface <p><u>Action-3: Develop database system</u></p> <ul style="list-style-type: none"> ● Design system structure (function of each program) ● Design programs, write programs and test programs and system ● Deploy database system <p><u>Action-4: Migrate data from Excel to Database</u></p> <ul style="list-style-type: none"> ● Give a unique code to all the projects approved in the past ● Record all the projects approved in the past in the excel form designed at Subject 311. ● Import Excel data into Database <p><u>Action-5: Implement database system, and improve system according to its needs (*)</u></p> <ul style="list-style-type: none"> ● Conduct training to DGFPI staff (*) ● DGFPI staff start to use database system (*) ● Improve system according to its needs (*)
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Division of Investment Project Management and Facilitation (DGFPI) (JPT) Yamada
Required Inputs	<ul style="list-style-type: none"> ● Person who can develop/maintain database system or budget for hiring such a person
Expected Achievements	<ul style="list-style-type: none"> ● A series of actions related to each project, such as submission, approval and amendment will be linked. ● Investment project management linked with monitoring will be conducted efficiently by DGFPI staff.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● The staffing of DGFPI and their physical placement were not finalized as of June 2019 as well as the implementation of database system developed by former GAZEDA was pending. Under these circumstances, it is considered that implementation of the database system within the project period will be difficult.

Subject No. 314 (Develop database system for investment project management linked with monitoring for all APIEX (former CPI and GAZEDA) has been merged to Subject No. 313.

Subject No.	315
Name of Subject	Produce SOP of investment approval
Challenge	<ul style="list-style-type: none"> ● According to interviews with existing investors which have dealt with APIEX, investment approval by APIEX seems to be satisfied in terms of the provision of information and the duration of the procedure. ● There is no SOP within APIEX, regarding this service.
Actions	<p><u>Action-1: Conduct study in third country and research in neighboring country</u></p> <ul style="list-style-type: none"> ● Investment approval can be one of the topics for third country study and neighboring country research. ● Research the operational flows within other IPAs or governmental entities regarding investment approval <p><u>Action-2: Confirm the work flow in APIEX</u></p> <ul style="list-style-type: none"> ● Check out how APIEX staff, including former GAZEDA, work on investment approval at Provincial Delegations as well as HQs ● Share the study outcomes with officials of APIEX; as for third country study, participants will make presentations and JICA experts will introduce the cases of IPAs in neighboring countries. <p><u>Action-3: Draft SOP</u></p> <ul style="list-style-type: none"> ● Discuss with the concerned Department about the better implementation of the tasks; e.g. staff assignment, and work flow ● Draft SOP accordingly once the Department is staffed with adequate manpower. SOP is supposed to describe the tasks related to data management of approved investors; data input and update.
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP) (JPT) Sai
Required Inputs	N/A
Expected Achievements	There will be a SOP which APIEX staff can refer to.

3.3.2 Facilitation on Investment Procedures: 5 Subjects

The goal of this subjects group is to strengthen the APIEX's capacity of facilitating investment procedure taken by investors to obtain business licenses and other requirements for starting businesses in Mozambique. It is intended that APIEX become a window for consultation regarding license and permits authorized by respective

authorities. Under this group, there are 5 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	321
Name of Subject	Identify necessary documents required for business licenses application
Challenge	<ul style="list-style-type: none"> ● Regarding business licenses, it seems difficult for investors to gain necessary documents required for license application from authorizing ministries. ● BAU offers single-window service covering licenses for sectors in industry and commerce only. ● It is necessary to publish more comprehensive guide for investment procedures.
Actions	<p><u>Action-1: Collect necessary information</u></p> <ul style="list-style-type: none"> ● Translate and review 'Manual de Procedimento' ● Conduct interviews with ministries to collect necessary information about business licenses (application form, necessary attachment, ordinal procedure of application, etc.) <p><u>Action-2: Prepare Mozambique Business Licensing Application Guide</u></p> <ul style="list-style-type: none"> ● Draft 'Mozambique Business Licensing Application Guide' based on information to be collected through the activities above ● Discuss with APIEX to use the material as APIEX's publication <p><u>Action-3: Provide the information of focal points in ministries through website (*)</u></p> <ul style="list-style-type: none"> ● Upload on the website 'Mozambique Business Licensing Application Guide' which contains the information about the focal points in licensing authorities. (*) ● Assist the concerned Department of APIEX in updating the information provided by the 'Mozambique Business Licensing Application Guide'. (*)
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP) (JPT) David, Sai
Required Inputs	<ul style="list-style-type: none"> ● Cost for printing 'Business Licensing Application Manual'
Expected Achievements	APIEX provides the guideline on which investors could see necessary information for business license applications as well as focal points in

	ministries to which investors need to approach for application submission.
Reasons for non-implementation for actions with (*)	“Mozambique Business Licensing Application Guide” will be uploaded once finalized and website developed. However, the focal points in ministries has not been identified to formerly inform through website, as planned. This action will be put into the recommendations at the end of Project.

Subject No.	322
Name of Subject	Identify background and reasons of cases for long duration in licensing
Challenge	<ul style="list-style-type: none"> ● The duration taken for license issuance can be quite lengthy depending on the sectors, and it is difficult for investors to track the status of their application after submission. ● BAU offers single-window service covering licenses for sectors in industry and commerce only.
Actions	<p><u>Action-1: Conduct interviews with ministries</u></p> <ul style="list-style-type: none"> ● Conduct meetings with ministers to ask about common issues which could delay the procedure, and to discuss about possible measures to be made by APIEX <p><u>Action-2: Discuss with APIEX about possible solutions</u></p> <ul style="list-style-type: none"> ● Based on information from ministries, discuss with APIEX about how to facilitate the procedure of business license. One possible measure is to build up relationships with focal points in respective ministries through regular dialogues. ● Provide facilitation services accordingly to investors who require APIEX to support on the procedures, and investors identified through monitoring activity, who struggle to complete the procedures.
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP) (JPT) David, Sai
Required Inputs	N/A
Expected Achievements	APIEX facilitates the procedure in case that submitted applications take long time.

Subject No.	323
Name of Subject	Improve information sharing between APIEX and ministries at the operational level
Challenge	<ul style="list-style-type: none"> • Many investors struggle to obtain business licenses within the expected period, and need APIEX's support for facilitation • Communication between APIEX and authorizing ministries at operation level seems insufficient due to weak relationship. • In the meantime, the meetings with ministries for the different topic (Investment Monitoring) have been held several times. • BAU offers single-window service covering licenses for sectors in industry and commerce only.
Actions	<p><u>Action-1: Conduct interviews with ministries</u></p> <ul style="list-style-type: none"> • Discuss about ministries' interest on foreign investment, the impact on respective sectors, and the role of APIEX • Propose regular meetings between each ministry and APIEX's focal points; whether ministries could be cooperative to attend meetings <p><u>Action-2: Conduct interviews with DASP</u></p> <ul style="list-style-type: none"> • Confirm what roles DASP can play, especially at regular meetings between APIEX and Ministry of Industry and Commerce. • Confirm the progress on the extension of sectoral coverage of BAU <p><u>Action-3: Plan and organize meetings with licensing departments of ministries by sector</u></p> <ul style="list-style-type: none"> • Aims of meetings are; a) to build up relationship between ministries and APIEX, especially between focal persons on both sides, b) to exchange views in order to develop particular industries by foreign direct investment, and c) to gain special knowledge about industries (for APIEX staff) • Common agenda in the meetings are; a) to discuss about business license applications which are delayed on the procedure, b) to discuss about the issues realized through monitoring, c) to know about the trends on particular industries (presented by ministries), and d) to discuss about what respective ministries and APIEX can do for the development of the industries. • Conduct the meetings separately by sectors • Make sure that the meeting with particular ministries will be attended by designated APIEX staff (focal persons by sectors).

Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP) (JPT) David, Sai
Required Inputs	Expenses for organizing meetings
Expected Achievements	<ul style="list-style-type: none"> ● APIEX can communicate easily with ministries to facilitate the procedure of business license application. ● APIEX staff are familiar with particular industries and provide related business advises to potential investors ● Foreign investment is recognized as an important factor for the development of particular industries

Subject No.	324
Name of Subject	Strengthen the function of APIEX delegation to coordinate with local government regarding DUAT
Challenge	<ul style="list-style-type: none"> ● It is difficult for potential investors especially foreign ones, to identify available lands in terms of legitimate owners of DUAT, relocation of residents and available infrastructure. ● Currently, APIEX supports investors on request basis; mainly to contact local governments to search available land
Actions	<p><u>Action-1: Study the land management systems within local authorities</u></p> <ul style="list-style-type: none"> ● Interview with local authorities which are responsible for the control and management of land resources, to clarify the application procedures and common difficulties. <p><u>Action-2: Discuss with APIEX about possible measures</u></p> <ul style="list-style-type: none"> ● Consider about the systematic provision of information about available land ● Consider whether APIEX could provide any facilitation on discussion between investors and local communities
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP)/ Maputo Provincial Delegation (JPT) David, Sai
Required Inputs	Expense related to the survey (e.g. local consultant, transportation, etc.)
Expected	The role of APIEX on land issues becomes clear.

Achievements	
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Subject No.	325
Name of Subject	Analysis of Foreigners' Employment Quota
Challenge	<ul style="list-style-type: none"> ● The employment of foreigners at foreign invested companies in Mozambique is considered as one of difficult subjects. ● There is a need to clarify laws and regulations and practices being applied to regulate foreigners' employment with focus on "quota". ● Improvements in regulation or practice might be needed as solution.
Actions	<p><u>Action-1: Study foreigners employment (quota) regulations</u></p> <ul style="list-style-type: none"> ● To conduct a study in cooperation with local law firm ● To interview with Ministry of Labor and Immigration Office <p><u>Action-2: Preparation of Report</u></p> <ul style="list-style-type: none"> ● Prepare draft report with recommendations ● Present and Discuss the contents of draft report with APIEX and JCC members ● Finalize the report by consolidating comments collected <p><u>Action-3: Dissemination of the results</u></p> <ul style="list-style-type: none"> ● To submit report to APIEX and through APIEX to Ministry of Labor ● Prepare an introductory guide for foreign investors, compiling the study results (excluding recommendation part)
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Legal Affairs (DJ) (JPT) Oguchi
Required Inputs	Sub-contracting part of task to local law office (JLA)
Expected Achievements	The capacity of APIEX in handling foreigners employment quota will be enhanced

Subject No.	326
Name of Subject	Analysis of Foreign Exchange Control and Finance
Challenge	<ul style="list-style-type: none"> ● The foreign exchange regulations and offshore finance in Mozambique is considered as one of difficult subjects. ● There is a need to clarify laws and regulations and practices being applied to regulate foreign exchange control and finance. ● Improvements in regulation or practice might be needed as solution.

Actions	<p><u>Action-1: Study foreign exchange regulations</u></p> <ul style="list-style-type: none"> ● To conduct a study in cooperation with local law firm ● To interview with Bank of Mozambique, if necessary <p><u>Action-2: Preparation of Report</u></p> <ul style="list-style-type: none"> ● Prepare draft report with recommendations ● Present and Discuss the contents of draft report with APIEX and JCC members ● Finalize the report by consolidating comments collected <p><u>Action-3: Dissemination of the results</u></p> <ul style="list-style-type: none"> ● To submit report to APIEX and through APIEX to Bank of Mozambique ● Prepare an introductory guide for foreign investors, by compiling the study results (excluding recommendation part)
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Legal Affairs (DJ) (JPT) Oguchi
Required Inputs	Sub-contracting part of task to local law office (JLA)
Expected Achievements	The capacity of APIEX in handling foreign exchange control will be enhanced

3.3.3 Investment Monitoring: 4 Subjects

The goal of this subject group is to improve the APIEX's monitoring activities to be conducted towards approved projects in order for APIEX to carry out monitoring more systematically and comprehensively. It is intended that APIEX has intelligence in current situation of all its approved investment projects, for more effective policy formulation. Under this group, there are 4 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	331
Name of Subject	Complete lists of approved projects with contact information (Improvement of <i>Data Management</i>)
Challenge	<ul style="list-style-type: none"> ● The lists of approved projects are missing contact information for many projects. ● APIEX has monitored projects which were approved in particular year.
Actions	<u>Action-1: Revise the application form of investment approval, to confirm</u>

	<p><u>contact information</u></p> <ul style="list-style-type: none"> ● Add a part requiring contact information of both investors and consulting companies; some consulting companies do not provide their clients' information for some reason. ● Make sure that APIEX staff confirm that actual investors' information is filled in application form <p><u>Action-2: Gather missing contact information to complete existing lists</u></p> <ul style="list-style-type: none"> ● Identify projects without contact information, in the lists of approved projects in the past 5 years ● Gather the information, by checking with local authorities which generally manage information of private companies located within their territory
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP)/ Maputo Provincial Delegation (JPT) David, Sai
Required Inputs	N/A
Expected Achievements	<ul style="list-style-type: none"> ● APIEX obtains contact information of investors properly at the time of investment approval. ● APIEX constantly does monitoring activity towards all projects approved in the past several years.

Subject No.	332
Name of Subject	Strengthen the coordination with local government to monitor investment projects systematically and comprehensively (<i>Improvement of Data Collection</i>)
Challenge	<ul style="list-style-type: none"> ● It seems difficult for APIEX to reach investors located in remote areas. ● A large percentage of projects are located in provinces
Actions	<p><u>Action-1: Conduct the perception survey on monitoring activities at the provincial level</u></p> <ul style="list-style-type: none"> ● A large percentage of investors are located in remote and it is difficult for APIEX to access them. It is one of measures that APIEX cooperates with local governments, especially district governments, to access those investors. There are some local governments which

	<p>APIEX has already been cooperating with; Maputo City and Maputo Province.</p> <ul style="list-style-type: none"> ● Conduct a questionnaire survey to provincial delegations of APIEX in order to examine the feasibility of coordination with local governments ● Aims, through this survey, to gather information about focal points at local governments, financial and human resources, information stored regarding investors, motivation to support APIEX, etc. ● This research will be conducted by questionnaire to be filled by delegations. <p><u>Action-2: Conduct research on neighboring countries to find good practices</u></p> <ul style="list-style-type: none"> ● Carry out a field survey in neighboring countries to seek good practices about the coordination between IPAs and local government for investment monitoring. <p><u>Action-3: Conduct investment monitoring in cooperation with local governments on trial (<i>Pilot Activity in Maputo Province</i>)</u></p> <ul style="list-style-type: none"> ● APIEX delegations do monitoring activity by sending questionnaires to investors and making phone calls if necessary, as being currently done. As for projects which APIEX delegation struggles to contact or receive their answers from, delegations can coordinate with local governments. ● Organize the kick-off seminar, in which focal persons from local government will gain basic knowledge about objectives, methodology, and current difficulties regarding investment monitoring. ● If necessary, APIEX HQs formally makes a request to Provincial Government to instruct their local representatives to work with APIEX at the local level. <p><u>Action-4: Analyze results to identify key problems on coordination with local governments</u></p> <ul style="list-style-type: none"> ● There should be some difficulties on coordinating with local governments; some of local governments may not be corporative or lack financial & human resources for supporting APIEX. ● Conduct follow-up meetings with focal persons in local governments and examine the common constraints and the effective measures
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	<p><u>Action-5: Draft SOP of Investment Monitoring (valid for provincial delegations)</u></p> <ul style="list-style-type: none"> • Currently, most of provincial delegations do monitoring activity in the different ways, which needs to be standardized, so that APIEX HQ could aggregate the same quality of data from each delegation. • Discuss with APIEX about the work flow to be introduced at provincial delegations as well; the frequency and timing of monitoring of monitoring, data collection and data management. • Draft SOP which describes the work flow agreed upon with the concerned Departments and Maputo Provincial delegation of APIEX. <p><u>Action-6: Introduce the methodology to other provinces</u></p> <ul style="list-style-type: none"> • Based on the result of Action-5, visit other provincial delegations to be accompanied by staff from APIEX HQ and discuss about viability of the methodology. • Introduce the methodology as Maputo Province
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Analysis and Management (DAGP)/ Maputo Provincial and other Delegations (JPT) David, Sai
Required Inputs	<ul style="list-style-type: none"> • Expense for conducting Study Tour to neighboring countries • Local consultant: to supervise activities of APIEX
Expected Achievements	<ul style="list-style-type: none"> • APIEX reaches more approved projects located in provinces, in cooperation with local governments. • Local governments gain more accurate data on actual investments.

Subject No.	333
Name of Subject	Design compulsory system to enforce investors to make regular reports (Improvement of <i>Data Collection</i>)
Challenge	<ul style="list-style-type: none"> • The response rate is around 24% at the beginning of the JICA Project (March 2016) as some investors do not reply to APIEX's questionnaire. • APIEX lacks human resources for contacting investors and collecting data and information.
Actions	<u>Action-1: Add the clause in Terms of Authorization (TA) that obligates regular reports on project progress</u>

	<ul style="list-style-type: none"> ● Beside investment monitoring done by APIEX twice a year, investors are mandated to submit project reports every 6 months after projects are approved, and however, it rarely occurs. ● This mandate should be set forth in TA as one of common clauses, and also, the clause would say that incentive could be revoked as penalty for failure of report. ● Check whether any legal procedure would be needed to add a further common clause to TA. <p><u>Action-2: Amend regulations to obligate investors by law to report regularly (*)</u></p> <ul style="list-style-type: none"> ● Find out which governmental organizations APIEX could discuss with on this matter and necessary institutional procedures to be taken (*) ● One of the formal process is currently that APIEX makes proposals to the Ministry of Industry and Commerce, and the Ministry raises to the Council of Ministers to discuss (*)
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Facilitation and Monitoring (DFMP) (JPT) David, Sai
Required Inputs	N/A
Expected Achievements	Information about project progress are sent to APIEX by investors regularly and automatically
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● Prior to discussions with concerned ministries and institutional arrangement for law amendments, APIEX needs to do research about options for regulative measures, which has not started. ● This issue will be put into the recommendations at the end of Project, by referring to other countries' cases.

Subject No.	334
Name of Subject	Improve the management of collected information (Improvement of <i>Data Management</i>)
Challenge	<ul style="list-style-type: none"> ● Monitoring data is not recorded through the computers. ● Documents related to projects are not archived in digital form.
Actions	<p><u>Action-1: Design and introduce electronic form (Excel)</u></p> <ul style="list-style-type: none"> ● Design the Excel database which enables to manage information related to existing investor and identify common constraints on

	<p>implementing investment activities.</p> <p><u>Action-2: Use the new Excel data file (<i>Pilot Activity in Maputo Province</i>)</u></p> <ul style="list-style-type: none"> ● Start to use the Excel file at Maputo Province and revise it if necessary <p><u>Action-3: Introduce the methodology of data management to other provinces</u></p> <ul style="list-style-type: none"> ● Improve the database based on the outcomes of the pilot activity conducted in Maputo Province and introduce the database to other provincial delegations (Inhambane and Nampula) ● Prepare the Data Input Manual and share with other provincial delegations along with the database. If necessary, JPT will visit some of the delegations and offer guidance. ● Establish the operation system of data aggregation at HQ. <p><u>Action-4: Provide consultation to APIEX for CRM establishment</u></p> <ul style="list-style-type: none"> ● With assistance of PIGA, APIEX is supposed to establish CRM system in the future. ● Since data and information of approved investors managed through the process above should be incorporated into CRM system, JPT will provide consultation to APIEX about the design and functions of CRM.
Timeline	<p>■ Short term ■ Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Dept. of Project Facilitation and Monitoring (DFMP)/ Maputo and other Provincial Delegations</p> <p>(JPT) Yamada, Sai</p>
Required Inputs	<p>Travel expense for visiting provincial delegations</p>
Expected Achievements	<ul style="list-style-type: none"> ● Data and information related to implementation of approved projects are properly managed in house. ● Data and information collected through investment monitoring are used for facilitative measures.

3.3.4 Aftercare: 3 Subjects

The goal of this subject group is to enhance the APIEX's capacity of providing aftercare services systematically and strategically to investors approved which are facing particular constraints on starting businesses or their operations. It is intended that APIEX be able assist those investors in need for administrative assistance, and formulation of more effective policies. Under this group, there are 3 subjects, as listed below elaborated

with their challenges and actions to be taken.

Subject No.	341
Name of Subject	Identify investors in need for aftercare
Challenge	<ul style="list-style-type: none"> • There are many projects which are facing difficulties after obtaining APIEX approval, and some of them ended up leaving the county • APIEX currently provides related support to investors on request basis, but it seems that many investors have not consulted with APIEX. • Aftercare must be significant for a) retaining existing investors, b) encouraging investment to expand, and c) promoting business linkage with local industries
Actions	<p><u>Action-1: Revise the monitoring questionnaire form</u></p> <ul style="list-style-type: none"> • It is significant to know about projects which have not been realized. APIEX currently calculates the degree of realization only. Besides identifying investors in need, it is also necessary to identify common issues that they face. • Revise the current questionnaire to add further questions which ask about their constraints and expectations towards APIEX <p><u>Action-2: Process information collected through monitoring to identify unrealized projects (Pilot Activity in Maputo Province)</u></p> <ul style="list-style-type: none"> • After monitoring, list investors which do not implement their investment activities • Classify those investors according to the degree of implementation (e.g. not at all, greatly delayed, and slightly delayed), in order to focus on the most urgent cases <p><u>Action-3: Investigate the related activities of former GAZEDA</u></p> <ul style="list-style-type: none"> • Interview the former GAZEDA officials who are in charge of Investment Monitoring/ Aftercare, to know about the current operation and the challenges. • Identify common constraints and difficulties faced by investors who have been approved by former GAZEDA.
Timeline	<input checked="" type="checkbox"/> Short term <input type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Facilitation and Monitoring (DFMP)/ Maputo Provincial delegation (JPT) David, Sai

Required Inputs	N/A
Expected Achievements	<ul style="list-style-type: none"> ● APIEX gains more information about the actual status of investment projects approved by itself; more accurate figure about the realization, difficulties faced by investors, and their expectation to APIEX. ● APIEX staff understand how aftercare could be provided more systematically

Subject No.	342
Name of Subject	Contact investors and provide aftercare services within APIEX's scope
Challenge	<ul style="list-style-type: none"> ● There are many projects which are facing difficulties after obtaining APIEX approval, and some of them ended up leaving the county. ● APIEX currently provides related support to investors on request basis, but it seems that many investors have not consulted with APIEX. ● Aftercare must be significant for a) retaining existing investors, b) encouraging investment to expand, and c) promoting business linkage with local industries.
Actions	<p><u>Action-1: Analyze difficulties that investors are facing (<i>Pilot Activity in Maputo Province</i>)</u></p> <ul style="list-style-type: none"> ● Establish the focal points per sector in the concerned department in APIEX HQ and assign target projects respectively. Since necessary information is available only in Maputo Province, where investment monitoring properly occurs, this activity focuses on the Province. ● Investigate the issues faced by “not implemented” projects by reviewing returned questionnaire. If necessary, make further communication with investor who do not provide sufficient information by questionnaire ● Categorize the issues into two kinds; (a) those which APIEX can support (i.e. the procedure matter), and (b) those which APIEX needs to involve other governmental institutions to solve (e.g. legal issue) ● Select target investors, among the category (a), to be supported with aftercare programs because APIEX lacks financial and human resources, and are forced to allocate the limited resources to more

	<p>important investors.</p> <p><u>Action-2: Discuss with APIEX about possible solutions</u></p> <ul style="list-style-type: none"> ● Regarding the category (a) above, to discuss among sector focal points about possible aftercare program to be offered as the Action-4 below. Aftercare program varies depending on investors who run businesses in distinctive situation. ● Regarding (b), to work on for the following program (AP343). <p><u>Action-3: Lecture on aftercare service to APIEX staff in charge</u></p> <ul style="list-style-type: none"> ● Organize a meeting among APIEX staff in which JICA experts make presentations about the concept, objectives, and methodology of aftercare, based on general ideas, the cases of other IPAs (result of neighboring country study, AP332), and the result of Action-2 above. <p><u>Action-4: Provide necessary supports to investors regarding issue (a) above</u></p> <ul style="list-style-type: none"> ● Providing aftercare services to target investors. ● In the meantime, there should be some investors which contact APIEX to ask for some assistance. Then, APIEX has to provide necessary supports to them, apart from the systematic aftercare mentioned above, <p><u>The aftercare discussed here is mainly for the purpose of retaining existing investors, which is to promote the implementation of approved investment. For other two aims of aftercare (expansion of investment and business linkage), further consideration should be done to modify the methodology.</u></p>
Timeline	<p>■ Short term ■ Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Dept. of Project Facilitation and Monitoring (DFMP) (JPT) David, Sai</p>
Required Inputs	<ul style="list-style-type: none"> ● Transportation cost for visiting investors
Expected Achievements	<ul style="list-style-type: none"> ● APIEX comprehensively and systematically tackles Issues faced by investors ● APIEX staff realize that aftercare could contribute to increasing the degree of project realization. ● APIEX secures budget necessary to operation for aftercare ● Existing investors are more satisfied with APIEX services

Subject No.	343
Name of Subject	Elaborate issues induced from aftercare beyond APIEX capacity
Challenge	<ul style="list-style-type: none"> ● There are many projects which are facing difficulties after obtaining APIEX approval, and some of them ended up leaving the county ● There must be some issues face by investors, which could not be solved by APIEX itself, and need the involvement of other governmental entities. ● Regarding the category (b) mentioned in Subject No.342, the following action could be taken.
Actions	<p><u>Action-1: Raise issues to be addressed on PEPPIP round tables</u></p> <ul style="list-style-type: none"> ● Regarding issues related to PEPPIP (PEPIC), PEPPIP (PEPIC) members discuss to confirm if those issues are supposed to be addressed <p><u>Action-2: Discuss with ministries and related authorities</u></p> <ul style="list-style-type: none"> ● Regarding the issues out of the PEPPIP framework, have meetings to discuss with ministries about the necessary measures <p><u>Action-3: Make proposals to higher level of government, if necessary (*)</u></p> <ul style="list-style-type: none"> ● As for issues which could be solved with regulation amendments or governmental approvals, APIEX also could make proposals to ministries or Council of Ministers (*)
Timeline	<input type="checkbox"/> Short term <input checked="" type="checkbox"/> Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Facilitation and Monitoring (DFMP) (JPT) David, Sai
Required Inputs	N/A
Expected Achievements	<ul style="list-style-type: none"> ● The system which investor's opinions are channeled to related governmental entities is established.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> ● Sector focal points of APIEX has been appointed and it is now possible to regularly have discussions with respective ministries on business climate issues. However, drafting proposals for legal amendment requires special skills and knowledge, which could not be accumulated in the short term. Also, in order to convince ministries, APIEX may need to do research extensively to prepare materials for reasonable grounds. ● Instead, JPT could initiate drafting recommendations for policy changes, such as the one about hiring foreign nationals.

3.4 PEPiP Implementation (Output 3)

Under “PEPiP Implementation”, there are 4 subjects, as listed below elaborated with their challenges and actions to be taken.

Subject No.	411
Name of Subject	Organize and conduct PEPiP Roundtable Meetings
Challenge	PEPiP Roundtable meetings have been assisted by JICA since the beginning. The challenge is to conduct the regular roundtable meetings by initiative and resources of PEPiP secretariat, by Policy Planning Unit or division to be created at APIEX.
Actions	<p><u>Action-1: Set up agenda and coordinate for preparation</u></p> <ul style="list-style-type: none"> ● In consultation with PEPiP secretariat, DG and DDG of APIEX, draft agenda for each roundtable meeting by JICA Team. ● To prepare venue, simultaneous interpretation, distribution material, invitation list. <p><u>Action-2: Conduct PEPiP Roundtable Meeting</u></p> <ul style="list-style-type: none"> ● To assist chairpersons in smooth conduct of the meeting. ● To coordinate with JICA and Embassy of Japan for their participation to the meeting. ● To prepare record of the meeting. <p><u>Action-3: Follow-up the results with PEPiP members</u></p> <ul style="list-style-type: none"> ● To report the results of the roundtable meeting. ● Based on the results of the roundtable meeting, take necessary steps for the implementation of PEPiP, in consultation with PEPiP secretariat.
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Office of DG and DDG (Division of Studies, Cooperation and Special Projects in the future) (JPT) Tanaka
Required Inputs	Budget to organize roundtable meetings
Expected Achievements	PEPiP roundtable meetings can be conducted by Division of Studies, Cooperation and Special Projects of APIEX.

Subject No.	412
Name of Subject	Assist APIEX in monitoring progress of PEPiP
Challenge	The monitoring progress of PEPiP needs to be done periodically with all 14 member institutions. During 2014 to 2016, such monitoring has been conducted in 2014 by CPI and in 2016 assisted by JICA Team. The challenge is to set up regular monitoring system with all PEPiP member institutions.
Actions	<p><u>Action-1: Interview with PEPiP member for progress</u></p> <ul style="list-style-type: none"> ● To set up individual meetings with PEPiP members to monitor their progress. ● On occasion of the roundtable meetings, hi-light the progress by some of member institutions <p><u>Action-2: Prepare monitoring and evaluation sheet</u></p> <ul style="list-style-type: none"> ● To establish monitoring system by formatting evaluation sheet to be applied for all subjects and activities ● To apply evaluation sheet for periodical monitoring <p><u>Action-3: Discuss with PEPiP Secretariat (APIEX) for the monitoring results</u></p> <ul style="list-style-type: none"> ● To summarize monitoring results and report to PEPiP secretariat for further discussion ● To find out necessary measures to secure achievement of each PEPiP subjects and activities
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Office of DG and DDG (Division of Studies, Cooperation and Special Projects in the future) (JPT) Tanaka
Required Inputs	Assigned staff from APIEX
Expected Achievements	PEPiP progress monitoring can be managed by Division of Studies, Cooperation and Special Projects of APIEX.

Subject No.	413
Name of Subject	Prepare framework for the next PEPiP (2018-2020)
Challenge	1) The current PEPiP period is for 2014-2016, and is to be ended by 2016. The challenge is to prepare next PEPiP for 2018 to 2020, to continue the national level activities for private investment

	<p>promotion.</p> <p>2) Preparation of PEPIC (2020-2030) has been initiated by APIEX in August 2019, and there is a need to improve the draft</p>
Actions	<p><u>Action-1: Prepare draft framework and discuss with APIEX</u></p> <ul style="list-style-type: none"> ● Based on the progress of current PEPIP, and to take into consideration of the changing global and national environment, draft proposed framework for the next PEPIP (PEPIC) ● To discuss PEPIP (PEPIC) secretariat (DG and DDG of APIEX) for their opinion and comments to be reflected in the proposed framework. <p><u>Action-2: Present on the PEPIP (PEPIC) Roundtable</u></p> <ul style="list-style-type: none"> ● To present the next PEPIP (PEPIC) framework on occasion of PEPIP (PEPIC) roundtable meeting to ask for comments by all members of PEPIP (PEPIC). ● To reflect comments made by members for completing the next PEPIP (PEPIC) framework <p><u>Action-3: Follow-up to assist completion</u></p> <ul style="list-style-type: none"> ● In consultation with key institutions responsible for designated subjects and activities, confirm their policy and participation ● To summarize confirmed commitment by all PEPIP (PEPIC) members.
Timeline	<p>■ Short term □ Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Office of DG and DDG (Division of Studies, Cooperation and Special Projects in the future)</p> <p>(JPT) Tanaka</p>
Required Inputs	<p>Assigned staff from APIEX side for Action-3</p>
Expected Achievements	<p>Next PEPIP (2018-2020) is to be established as national level investment promotion strategy.</p>

Subject No.	414
Name of Subject	Support and monitoring activities for next PEPIP
Challenge	While waiting for authorization of next PEPIP by council of ministers, appropriate actions are to be taken for plans under next PEPIP
Actions	<p>1. Monitoring of the results of support activities_</p> <p><u>Action-1: Identify and plan for the appropriate activities through</u></p>

	<p><u>discussion with PEPiP (PEPIC) member institutions</u></p> <ul style="list-style-type: none"> ● Visit and discuss possible support activities with selected members ● Discuss the subject at PEPiP (PEPIC) Roundtable Meeting <p>2. <u>Action-2: Implementation of the identified support activities</u></p> <ul style="list-style-type: none"> ● To support discussing possible actions to be taken at each (selected) member institution of PEPiP (PEPIC) ● To support in making plans for implementation <p><u>Action-3: Monitoring of the results of support activities</u></p> <ul style="list-style-type: none"> ● To monitor activities taken at each institution ● To present and discuss the results among PEPiP (PEPIC) members
Timeline	<p>■ Short term ■ Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Office of DG and DDG (Division of Studies, Cooperation and Special Projects in the future) (JPT) Tanaka</p>
Required Inputs	<p>Assigned staff at APIEX and respective PEPiP (PEPIC) institutions</p>
Expected Achievements	<p>The subject required for the next PEPiP can be quickly started after authorization of the next PEPiC (2020-2030)</p>

4. Action Plan with Timeline

This section features further details of subjects and actions by specifying their timeline.

Action Plan for JICA Project for Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique

(*1) H: High, M: Medium, L: Low

(*2) DG: Director General, DDG: Deputy Director General, DTIC: Dept. of IT and Communication, DECPE: Division of Studies, Cooperation and Special Projects, DHR: Dept. of Human Resources, DPICM: Dept. of Investment Promotion, Communication and Marketing, DPE: Division of Investment and Export Promotion, DGFPI: Division of Investment Project Management and Facilitation, DAGP: Dept. of Project Analysis and Management, DFMP: Dept. of Project Facilitation and Monitoring, DJ: Dept. of Legal Affairs

(*) Actions which are not going to be implemented

Activities	Priority (*1)			Person in charge		2016			2017												2018												2019												2020	
	H	M	L	JICA Team	APIEX (*2)	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2											
13 Human Resources																																														
131 Develop APIEX Human Resources Development Plan		X																																												
- Conduct needs assessment interviews with Directors of Divisions and Departments					Ishida	DRH																																								
- Develop APIEX Human Resources Development (HRD) Plan 2020-2022					Ishida	DRH																																								
132 Implement APIEX HRD Plan		X																																												
- Implement APIEX HRD Plan 2020-2022 relative to Project's outputs					Ishida	DRH																																								
- Monitor and review implementation status of APIEX HRD Plan 2020-2022					Ishida	DRH																																								
133 Accumulate Business Knowledge (for investor-oriented services)	X																																													
- Conduct hearings from investors on investment decisions (e.g. Training in Japan)					Ishida	All Divisions																																								
- Benchmark good practices of other IPAs (e.g. Third Country Study Tours)					Ishida	All Divisions																																								
- Gain knowledge of challenges in investment climate improvement (e.g. Project Seminars)					Ishida	All Divisions																																								
134 Competency in Information Technology																																														
1341 Improve IT skill required for daily work	X																																													
- Conduct survey of IT skill of APIEX's staff					Yamada	-																																								
- Make plan of IT-related training for APIEX staff					Yamada	DTIC																																								
- Conduct IT-related training (e.g. Excel training) for APIEX staff					Yamada	DTIC																																								
1342 Utilize IT tools (e.g. schedule and task management IT tool) more effectively		X																																												
- Make plan of training / seminar for familiarization of IT tools					Yamada	DTIC																																								
- Conduct training / seminar for familiarization of IT tools					Yamada	DTIC																																								
1343 Strengthen information security awareness			X																																											
- Make plan of training / seminar for information security awareness					Yamada	DTIC																																								
- Conduct training / seminar for information security awareness					Yamada	DTIC																																								
1344 Enhance the capacity of IT section			X																																											
- Make plan of training for capacity building of IT staff					Yamada	DTIC																																								
- Conduct training for capacity building of IT staff					Yamada	DTIC																																								
2 Investment Promotion Activities and Tools (Output 1)																																														
21 Investment Promotion Activities																																														
211 Develop and update investment promotion strategies		X																																												
- Hold regular meetings to discuss APIEX investment promotion strategy					Tanaka/Ishida	DPICM																																								
- Develop APIEX investment promotion strategy					Tanaka/Ishida	DPICM																																								
- Assess implementation status of APIEX investment promotion strategy and revise strategy (*)					Tanaka/Ishida	DPICM																																								
212 Conduct Effective Operation of Promotion Events	X																																													
- Draft questionnaire to be used for promotion seminars and revise it					Ishida	DPICM																																								
- Prepare and improve seminar programs with well-thought out scenarios					Tanaka/Ishida	DPICM																																								
- Prepare Standard Operating Procedure (SOP) for conducting seminars					Tanaka/Ishida	DPICM																																								
213 Follow up Promotion Events			X																																											
- Organize contact information of seminar participants					Ishida/Yamada	DPICM																																								
- Respond to inquiries and keep contacts with seminar participants					Ishida	DPICM																																								

Action Plan for JICA Project for Enhancing Capacity of Investment Promotion and Facilitation in the Republic of Mozambique

(*1) H: High, M: Medium, L: Low

(*2) DG: Director General, DDG: Deputy Director General, DTIC: Dept. of IT and Communication, DECPE: Division of Studies, Cooperation and Special Projects, DHR: Dept. of Human Resources, DPICM: Dept. of Investment Promotion, Communication and Marketing, DPE: Division of Investment and Export Promotion, DGFPI: Division of Investment Project Management and Facilitation, DAGP: Dept. of Project Analysis and Management, DFMP: Dept. of Project Facilitation and Monitoring, DJ: Dept. of Legal Affairs

(*) Actions which are not going to be implemented

Activities	Priority (*1)			Person in charge		2016				2017				2018				2019				2020														
	H	M	L	JICA Team	APIEX (*2)	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	
22 Promotion Tools (Publication)																																				
221 Update existing promotion materials and produce new materials	X																																			
- Compile "Law s and Regulations related to FDI in Mozambique"				Tanaka/Oguchi	DPICM																															
- Publish "Law s and Regulations related to FDI in Mozambique"				Tanaka/Oguchi	DPICM																															
- Review and revise "Facts about Mozambique" (Eng. versions)				Ishida/David	DPICM																															
- Publish new "Facts about Mozambique" (Eng. version)				Ishida/David	DPICM																															
- Update the list of promotion materials, including those related to SEZs/IFZs				Ishida	DPICM																															
222 Set up library of promotion materials and ensure easy access to materials			X																																	
- Set up E-documents library at APIEX main server				Ishida/Yamada	DPICM																															
- Make promotion materials available, including those related to SEZs/IFZs, on the website				Ishida/Yamada	DPICM																															
- Set up small library of all APIEX publications at Reception area				Ishida	DPICM																															
23 Promotion Tools (Website)																																				
231 Improve the contents of website	X																																			
- Make downloadable all existing documents in PDF				Yamada	DPIE																															
- Make available statistics of approved projects and realized projects				Yamada	DPIE																															
- Analyze other websites including former GAZEDA website, which contain useful information for investors (*)				Sai/Yamada	DPIE																															
- Create links to useful information for investors (e.g. E-BAU portal) (*)				Yamada	DPIE																															
- Enhance the inquiry functions for investors (*)				Ishida/Yamada	DPIE																															
- Update information continuously, including the utilization of social media				Yamada	DPIE																															
- Monitor the progress of new APIEX website development / updates				Yamada	DPIE																															
232 Use government domain		X																																		
- Take the necessary procedures to obtain government domain				Yamada	DTIC																															
- Configure domain setting				Yamada	DTIC																															
- Publicize new domain name (new URL)				Yamada	DPIE																															
3 Investment Approval, Facilitation, and Monitoring and Aftercare (Output 2)																																				
31 Investment Approval by APIEX																																				
311 Modify existing excel form	X																																			
- Define code to link a series of actions related to each project				Yamada	DGFPI																															
- Design new excel form				Yamada	DGFPI																															
- Use the new excel form				Yamada	DGFPI																															
312 Archive TA and relevant documents in digital form		X																																		
- Make rules for archiving TA and relevant documents in PDF				Yamada	DGFPI																															
- Archive TA and other relevant documents in PDF				Yamada	DGFPI																															

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	X																																				
313 Develop database system for investment project management linked with monitoring	X																																				
- Conduct survey on information management of investment projects in APIEX (former CPI and GAZEDA)				Yamada	-																																
- Define the design (functions) of database system				Yamada	DGFPI / DTIC																																
- Develop database system				Yamada	DGFPI / DTIC																																
- Migrate data from Excel to Database				Yamada	DGFPI / DTIC																																
- Implement database system and improve system according to its needs (*)				Yamada	DGFPI / DTIC																																
314 Subject No. 314 (Develop database system for investment project management linked with monitoring for all APIEX (former CPI and GAZEDA) is merged to Subject No. 313																																					
315 Produce SOP of investment approval		X																																			
- Conduct study in third country and research in neighboring country				Sai	DAGP																																
- Confirm the work flow in APIEX				Sai	DAGP																																
- Draft SOP				Sai	DAGP																																
32 Facilitation Services for Investors																																					
Business Licensing																																					
321 Identify necessary documents required for business licenses application	X																																				
- Collect necessary information				David/Sai	-																																
- Prepare Mozambique Business Licensing Application Guide				David/Sai	-																																
- Provide the information of focal points in ministries through website (*)				David/Sai	DAGP																																
322 Identify background and reasons of cases for long duration in licensing	X																																				
- Conduct interviews with ministries				David/Sai	-																																
- Discuss with APIEX about possible solutions				David/Sai	DAGP																																
323 Improve info sharing between APIEX and ministries at the operation level		X																																			
- Conduct interviews with ministries				David/Sai	-																																
- Conduct interviews with DASP				David/Sai	-																																
- Plan and organize meetings with licensing departments of ministries by sector				David/Sai	DAGP																																
DUAT																																					
324 Strengthen the function of APIEX delegation to coordinate with local government			X																																		
- Study the land management systems within local authorities				David	Maputo Pro.																																
- Discuss with APIEX about possible measures				Sai	DAGP/ Maputo																																
Legal Analysis																																					
325 - Analysis of Foreigner Employment Quota	X																																				
- Study the Quota system				Oguchi	DJ																																
- Prepare report				Oguchi	DJ																																
- Dissemination of the results				Oguchi	DJ																																
326 - Analysis of Foreign Exchange Control and Finance	X																																				
- Study the Forex Regulations				Oguchi	DJ																																
- Prepare report				Oguchi	DJ																																
- Dissemination of the results				Oguchi	DJ																																

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33 Monitoring																							
331 Complete lists of approved projects with contact information	X																						
- Revise the application form to confirm contact information				David/Sai	DAGP/ Maputo																		
- Gather missing contact information to complete existing lists				Sai	DAGP/ Maputo																		
332 Strengthen the coordination with local government to conduct monitoring systematically	X																						
- Conduct the perception survey on monitoring activity				David/Sai	DAGP																		
- Conduct research on neighboring countries to find good practices				Sai	-																		
- Conduct monitoring in cooperation with local governments on trial (Pilot Activity)				Sai	Maputo Pro.																		
- Analyze results to identify difficulties				Sai	Maputo Pro.																		
- Draft SOP of investment monitoring (valid for provincial delegations)				Sai	DAGP/Maputo																		
- Introduce the methodology to other provinces				Sai	DAGP																		
333 Design compulsory system to enforce investors to make regular reports	X																						
- Add the clause in Terms of Authorization (TA) to obligate regular reports				David/Sai	DAGP																		
- Amend regulations to obligate investors by law to report regularly (*)				David/Sai	DAGP																		
334 Improve the management of collected monitoring information	X																						
- Design and introduce electronic form (Excel)				Yamada/Sai	Maputo Pro.																		
- Use the new Excel file (Pilot Activity)				Yamada/Sai	Maputo Pro.																		
- Introduce the methodology of data management to other provinces				Yamada/Sai	DFMP																		
- Provide consultation to APIEX for CRM establishment				Yamada/Sai	DFMP																		
34 Aftercare																							
341 Identify investors in need for aftercare	X																						
- Revise the monitoring questionnaire form				Sai	DFMP																		
- Process information collected through monitoring to identify unrealized projects (Pilot Activity)				Sai	Maputo Pro.																		
- Investigate the related activities of former GAZEDA				Sai	GAZEDA																		
342 Contact investors and provide aftercare services within APIEX's scope	X																						
- Analyze common difficulties that investors are facing (Pilot Activity)				Sai	Maputo Pro.																		
- Discuss possible solutions with APIEX HQs and Maputo Provincial Delegation				Sai	DFMP/Maputo																		
- Lecture on aftercare service to APIEX staff in charge				Sai	DFMP/Maputo																		
- Provide necessary supports to investors				-	DFMP/Maputo																		
343 Elaborate issues induced from aftercare beyond APIEX capacity	X																						
- Raise issues to be addressed on PPP round tables				David/Sai	DFMP																		
- Discuss with ministries and relevant authorities				David/Sai	DFMP																		
- Make proposals to higher level of government, if necessary (*)				David/Sai	DFMP																		

添付 5:
プロジェクトで作成した標準手順書・マニュアルのリスト

プロジェクトで作成した標準手順書・マニュアルのリスト

No.	タイトル	言語
1.	計画・予算・報告書作成にかかる執務マニュアル	葡語
2.	人材育成計画 2020-2022	英語／葡語
3.	データバックアップマニュアル	英語
4.	インターネット使用に関するガイドライン	英語
5.	投資イベント開催にかかる SOP	葡語
6.	投資認可にかかる SOP	英語／葡語
7.	投資モニタリングにかかる SOP	英語／葡語
8.	投資促進戦略にかかる参考資料	英語

添付 6: プロジェクトで作成した投資促進関連資料リスト

プロジェクトで作成した投資促進関連資料リスト

No.	タイトル	最終更新
1.	<i>Laws and Regulations Related to Foreign Direct Investment in Mozambique</i>	2019年8月
2.	<i>Foreign Exchange Laws and Regulations in Mozambique</i>	2020年2月
3.	<i>Hiring of Foreigners in Mozambique-Regulatory Regimes and Practices</i>	2019年2月
4.	<i>Mozambique Investment Procedure Guide</i>	2019年8月
5.	<i>Mozambique Business Licensing Guide</i>	2019年8月
6.	<i>Facts about Mozambique</i>	2019年7月

添付 7:PEPIC/PEPIC RT 会合議事録

会合記録:PEPIP 円卓会議

日時	2016年11月23日(水)09:00~12:00
場所	Hotel Avenida
出席者(添付リスト参照)	CPI:13名、PEPIPメンバー:9名、日本大使館:1名、JICAモザンビーク事務所:3名 プロジェクトチーム:5名 合計31名
言語	英語及びポルトガル語(同時通訳)
配布資料	会議アジェンダ、プレゼンテーションスライド、参加予定者リスト、Baseline Survey Report(本文(英・ポ)、Annex-1(英)、Annex-2(英))
1. 開会挨拶	<ul style="list-style-type: none"> • CPI サンボ総裁: • PEPIP Roundtable(RT)会合は2012年から開始したJICAの専門家協力から始まり、2015年までの間、現行PEPIPの実施サポート、投資誘致資料の作成、地方の投資促進機関への訪問、さらには、日本とモザンビーク間の官民対話や投資促進・円滑化に資するその他活動における合意形成への支援などが行われた。今回は今年3月から開始した新たなJICAのプロジェクトの協力で開催することとなった。PEPIP RT 会合としては今回で6回目の開催となる。 • JICA 専門家と協力のもと、現行PEPIPの進捗確認および、次期PEPIPの草案作成をおこなった。現行のPEPIPでは実施されていない活動もあり、実施上の課題についても報告されるが、JICAとCPIの間では既に、CPIによるPEPIPのより良い運営の為の人材育成計画について議論が始められている。 • 次に、官民投資および輸出の促進をより包括的に実施していく必要性から、人的・経済的資源の有効活用や、それらの関連領域間の相乗効果を図る目的などから、今月初めの閣僚会議で投資と貿易を促進する新組織の設置が決定され、CPI, GAZEDA, IPEXの三機関が統合されることとなった。 • APIEXは、投資・輸出促進の為以下の業務を行っていく。 <ul style="list-style-type: none"> ✓ 国内外投資の誘致・促進・保持の為の政策提案 ✓ 輸出促進政策の立案への参画 ✓ 投資に係る法制度改定に対する提案 ✓ 確実な投資認可 ✓ 国内・海外直接投資の促進 ✓ モザンビークの投資先としてのイメージ確立および発信 ✓ 投資委員会へのEEZ開発の提案 ✓ EEZにおける空間計画の促進・調整・管理 ✓ EEZにおけるプロジェクトに必要なインフラの開発 ✓ EEZにおける投資認可の確実な実施 ✓ 認可済み案件へのフォローアップや、投資活動の確認 ✓ 認可済み案件に対する、投資活動の実施段階別のサポート提供 ✓ EEZにおける国内・海外投資プロジェクトの実施促進の為の、経済的、法

	<p>的、行政的、および財政的な対策の提案・実施</p> <ul style="list-style-type: none"> ✓ 国内生産者および輸出者や、輸出品・サービスについての情報アップデート ✓ 国外市場における促進活動、トレードミッションの準備、ビジネスマッチング、トレードフェアや展示会への出席 <p>• 本会合が PEPiP 関係機関の協力により有意義な会合となることを希望する。</p>
<p>2. プレゼンテーション</p>	<ul style="list-style-type: none"> • プレゼンテーション1: ベースライン調査結果の概要・主な提言(プロジェクトチーム: 田中、石田、佐井、David、山田) • プレゼンテーション2: PEPiP(2014-2016)進捗結果の報告 (Mr. Godinho ALVES, Deputy Director General of CPI) • プレゼンテーション3: 次期 PEPiP(2017-2019)案について(プロジェクトチーム: 田中総括)
<p>3. Q&A</p>	<p>【質問】</p> <p>1. Adérito Mavie- Agronomist, Agriculture Promotion Centre (CEPAGRI)</p> <ul style="list-style-type: none"> • 次期 PEPiP Pilar3.4 の人材開発について、CPI 職員のスキル向上、特にモニタリングについては必要性が高い。地方など遠方にいる投資企業に対するモニタリングを強化しなければならないと考える。 • JICA 報告の提言にある Excel 研修は、投資家へのサポートにおける CPI 職員の技術向上を目的としたものか。 • 次期 PEPiP Pilar3.3 について、国内企業への情報提供は DASP の役割というよりは、統合された新組織によるものであろう。 • これまで CPI と GAZEDA で分担してきた投資促進業務は同一の機関によって行われるべきで、国外の関連組織とのコミュニケーションもそれで行一元化することができる。 <p>2. Ascensão Machel- Advisor, Private Sector Support Directorate (DASP), Ministry of Industry and Trade</p> <ul style="list-style-type: none"> • 次期 PEPiP Pilar1.1 について、DASP の役割は次の 3 つの政策が基になっている (Doing Business 改善プロジェクト、EMAN II、Private Reform Matrix)。EMAN はビジネス環境改善戦略、Private Reform Matrix は首相主導で行われ、DASP がモニタリングを行っている。官民対話を増やすことが目的である。 • Pilar1.3 との関連では、E-BAU の導入によって事業ライセンスの取得効率化が図られたことがあげられ、BAU 内部だけでなく投資家による外部からのアクセスも可能にしている。 • Pilar5.1 は、国内の戦略セクターの開発が目的で有る為、商工省の National Directorate of Industry の協力が必要である。 • これまでの組織改編などにより、既に存在しない機関名が次期 PEPiP 案に記載されているが見直した方が良い。

- 先日の JETRO の SME セミナーにおいて、日本での経験が示されたが、モザンビークにおいても同様の経験が適用可能と考えるか。

【回答】

JICA プロジェクトチーム 田中総括

- Excel 研修については、CPI のデータ管理業務において改善余地が大いに見られ、まずは職員個人のスキル向上を目的に、JICA プロジェクトチームが提案したものである。現在、10 名の CPI 職員に対して実施されており、個人レベルでのスキル向上に大きな効果が現れると感じている。新組織が発足した後は、使用される IT システムについて調べる必要があり、将来的には高機能のデータベースの導入についても検討しなければならない。
- 次期 PEPPIP 案において指摘された、組織名の略語で古いものは訂正する。ベースライン調査報告書は 10 月時点のものなので、CPI, GAZEDA, IPEX に関しては、統合前の名称であるが、新 PEPPIP の方は新組織名に改訂する。
- 提示した次期 PEPPIP 案は、全体の枠組みと項目 (Subject) についての記載に留まっており、活動レベルまで記載したマトリックスを準備する必要がある。今後、PEPIP 各メンバーの協力を得て完成させていきたい。
- 日本における SME 振興の歴史は古く、第二次世界大戦後の状況と現在とでは世界情勢や国の開発ステージが異なるので、日本の経験がそのまま適用可能かはわからないが、何等かの参考にはなるだろう。

【コメント】

Ascensão Machel- Advisor, Private Sector Support Directorate (DASP)

- DASP の役割として、ビジネス環境についての民間セクターとの対話、があるが、これは国内企業により軸足をおいているものである。従って、投資促進がテーマであれば DASP の役割ではなく、CPI や GAZEDA など投資促進機関の機能と認識している。

Belarmina Capitine- Business Development Director, CPI

- JICA プロジェクトの協力による Excel 研修は当初の期待を超えて非常に有意義なものと感じている。業務レベルにおいて、IT 知識の習得の重要性を認識することとなり、今後もさらに多くの関連知識を習得する必要があると考える。

Godinho Alves- Deputy Director General, CPI

- CPI 職員は、IPA としての信頼性向上や認可案件のモニタリングを行う為に、データ管理技術の向上の必要性を大いに感じている。今後も、投資促進活動のためのプレゼンテーションスキルの向上などの研修も期待している。将来、申請案件の受付や認可、モニタリングなどが現在の紙ベースでの業務から、電子化されることも視野に入れている。

【質問】

3. Arsénio Mabote- Board Advisor, ENH

- モザンビークの資源関連産業の育成について、どのような投資戦略が考えられるか？
- 一方、農業などの非資源関連産業の育成が必要である。新組織では、このセクターへの投資促進は可能か。

4. Adérito Mavie- Agronomist, Agriculture Promotion Centre (CEPAGRI)

- 地理情報 (GIS) を活用した Spatial Development Program (PDE)が Ministry of Transport and Communications で取り組まれており、農業セクター開発には関連が深い。次期 PEPiP の活動のなかで参考になるのではないか。
- 新組織発足によって、州支部は地域支部に集約されることになり、州レベルでの対応が以前より手薄になる恐れがある。日本は地域レベルでの取組において豊富な経験があると認識しており、今後の新組織への支援においては、この点についてもお願いしたい。

【回答】

JICA プロジェクトチーム 田中総括

- 資源関連産業の育成ではマレーシアが良い事例で、同国の石油公社 (ペトロナス) では早くからオーストラリアなど外国に資源関連産業の技術者を派遣して人材開発を図り、同社はメジャーな資源関連産業に発展した。
- ENH や INP などの石油ガス関連機関が PEPiP の活動に参加することは、どのように資源関連産業を育成するかについての議論において重要であり、また非資源セクターの議論においては CEPAGRI や INTUR の参加が不可欠である。
- GIS プロジェクトは次期 PEPiP に良いインプットをもたらすことが期待できるので、それが地域戦略にどのように役立つかの検討が必要と思う。また、JICA プロジェクトで他にどのような関連資料を活用できるか検討したいので、インプットがあれば教えてもらいたい。

Godinho Alves- Deputy Director General, CPI

- 新組織が非資源産業など特定のセクターへの投資誘致ができるか、という質問についてであるが、投資促進における優先セクターの選定は既に政府レベルでなされており、農業、エネルギー、インフラ、観光がそれにあたる。ここからは、夫々のセクターにおける投資促進をどのように行うかの具体的検討が必要である。
- GIS プロジェクトは、包括的な研究や、特定のプロジェクトを打ち出してきた。これらのプロジェクトが投資促進の観点で、どう有効利用できるかを検討すべきである。投資家へのサポートにおける大きな障害として、用地特定の問題があり、この問題に取り組むプロジェクトもある。
- CPI は全ての州に支部を置いており、新組織発足後の地域支部への集約によって、州レベルでの認可業務をどのように行うかを検討する必要があ

	<p>る。</p> <p>JICA プロジェクトチーム 田中総括</p> <ul style="list-style-type: none"> • 新 PEPPIP の戦略の実施にはさらなる PEPPIP メンバー組織間の協力が今後必要である。本プロジェクトでは新組織統合後も計画通り活動を展開していきたい。
5. 閉会挨拶	<p>須藤所長（JICA モザンビーク事務所）</p> <ul style="list-style-type: none"> • 本プロジェクトは、近年の投資案件増加に対応すべく、CPI の能力強化を図ることを目的に開始された。 • PEPPIP2014-2016 を通して、本日までご参集の皆様により多くの取組が成されてきたが、現在幾つかのネガティブ要因によりモザンビークへの投資は減少している。さらに Doing Business2017 において、幾つかの項目 (Starting a business, access to credit など) で改善がなされるも、総合ランキングは 137 位に下落した。 • しかしながら、この度 3 機関統合により新たな投資及び貿易を促進する機関が誕生した。新組織への必要な支援について検討するためには、統合までの過程がどのようなものか、この組織改編がもたらす効果とはどのようなものか、できれば情報を共有してもらいたい。 • 本日は、ベースライン調査、Doing Business 2017 についてプレゼンが成された。さらに、次期 PEPPIP についても提案がなされ、近いうちに正式発表に至ることと思う。本会議は今後、モザンビークが新規投資をさらに呼び込み、円滑に実施を促すことを可能にするうえで重要な機会となった。
6. 所感	<ul style="list-style-type: none"> • PEPPIP14 機関のうち、10 機関が参加、CPI からは総裁、副総裁以外にも 11 名の幹部スタッフが参加し、CPI としては全組織的イベントとなった。前回、3 月に開催した JCC 会合の時点に比べ、JICA プロジェクトが CPI 内に定着したことの現れという印象であった。 • 次期 PEPPIP に関しては、いくつかの有用なコメントが出されたが、概ね参加者の同意を得られた。今後は活動レベルの詳細を固め、新組織による投資促進戦略として国家レベルで承認されるかが課題となる。

添付：Agenda, List of Participants

プレゼン 1,2,3 の内容は各 PPT スライド参照



REPÚBLICA DE MOÇAMBIQUE
MINISTÉRIO DA ECONOMIA E FINANÇAS
Centro de Promoção de Investimentos

PEPIP Roundtable Meeting on November 23, 2016

AGENDA

TIME	ACTIVITY
8:30 - 9:00	Registration
9:00 - 9:10	<u>Opening Remarks</u> - Mr. Lourenço SAMBO, General Director of CPI
9:10 - 9:40	<u>Presentation 1</u> - Baseline Survey Report (JICA Project Team)
9:40 - 10:20	<u>Presentation 2</u> - Progress of PEPIP (2014-2016) (Mr. Godinho ALVES, Deputy Director General of CPI)
10:20 - 11:00	<u>Presentation 3</u> - Draft for Next PEPIP (2017-2019) (Mr. Hidekazu TANAKA, Team Leader of JICA Project Team)
11:00 - 11:45	<u>Question and Answer Session</u> - Feedback on the Draft for Next PEPIP (All PEPIP members)
11:45 - 12:00	<u>Closing Remarks</u> - Mr. Lourenço SAMBO, General Director of CPI -Mr. Katsuyoshi SUDO, Resident Representative of JICA Mozambique Office
12:00 - 13:00	Lunch



REPUBLIC OF MOZAMBIQUE
MINISTRY OF ECONOMY AND FINANCE
Investment Promotion Center

VI Round Table of Strategic Plan for the Promotion of Private Investment in Mozambique (PEPIP)

Investment Promotion Center				
No.	NAME	POSITION HELD	E-MAIL (omitted)	MOBILE NUMBER (omitted)
1.	Lourenço Sambo	General Director		
2.	João Godinho Alves	Deputy General Director		
3.	Lúcia Mendes	Head of General Director Office		
4.	Sattie Rohit	Project Management Division (SGP)		
5.	Nuno Maposse	Coordinator. Business Development Services		
6.	António Macamo	Coordinator. Services of Business Linkages		
7.	Belarmina Capitine	Director. Business Development Services		
8.	Emilio Ussene	Director SGP		

9.	Nirza Ó da Silva	Legal Adviser		
10.	José João	SIM		
11.	Samuel Forquilha	Legal Adviser		
12.	Denise Panguene	Support. Business Development Services		
13.	Oswaldo Namuaca	Support		

PEPIP Members					
No	INSTITUTION/ORGANIZATION	NAME	POSITION HELD	E-MAIL	MOBILE NUMBER
1.	Office for the Accelerated Economic Development Zones (GAZEDA)				
2.	Institute of Exports Promotion (IPEX)				
3.	Zambeze Valley Development Agency (Adz)				
4.	Agriculture Promotion Center (CEPAGRI)	Adérito Salvador Mavie	Agronomist		
5.	National Institute of Tourism (INATUR)	Kátia Gaspar	Officer. Department of Investment.		
6.	Directorate of Support for the Private Sector (DASP). MIC.	Ascensão Machel	Advisor		
7.	Mozambique Revenue Authority (AT)	Zefanias Tamele	Director of Tax Policy		
8.	National Hydrocarbons Company (ENH)	Arsénio R.J. Mabote	Advisor to the Board of Directors		
9.	National Petroleum Institute (INP)	Augusto Macuvele	Administrator		
10.	Institute of Promotion of Small and Medium Enterprises (IPEME)	Clides Rodolfo Lucas	Officer		
11.	National Institute for Quality Standardization (INNOQ)	Sara Muchanga	Technician of Standardization		
12.	National Institute for Employment and Professional Training (INEFP)	Cândido Manasse	Head of Department of Professional Training		

13.	Confederation of Mozambican Associations (CTA)				
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No	NAME	POSITION HELD	E-MAIL	MOBILE NUMBER
JICA MOZAMBIQUE				
1.	Katsuyoshi Sudo	Resident Representative		
2.	Hiroshi Yokoyama	Assistant Representative		
3.	Simões Victorio	Program Officer		
JAPAN EMBASSY				
4.	Koji Hanawa	First Secretary		
JICA PROJECT TEAM				
5.	Hidekazu Tanaka	Team Leader/ Investment Promotion		
6.	Munenori Ishida	Deputy Team Leader/Organizational Management		
7.	David Robbetze	Investment Approval/ Facilitation (Business Environment)		
8.	Ryota Sai	Investment Approval/ Facilitation		
9.	Yukiyo Yamada	Information Management		

会合記録: PEPiP(PEPiC) RT

日時	2018年12月6日(木)10:00～12:15
場所	Hotel Avenida 会議室
プログラム	別紙1会合アウトライン参照
参加者：46名 (別紙2参加者リスト参照)	モザンビーク側:PEPiP メンバー機関(22名)、APIEX(15名) 日本側:在モザンビーク日本大使館(2名)、JICA モザンビーク事務所(3名) JETRO マプト事務所(1名)、プロジェクトチーム(3名)
議題	内容
1. 開会挨拶	<p><u>APIEX サンボ総裁</u></p> <ul style="list-style-type: none"> これまでの投資促進戦略(PEPiP)に代わる戦略として投資・輸出促進を図る10年間の戦略(PEPiC)を策定することとなった。本日は新たな関係機関にもご参加いただいた。活発な議論と提案を歓迎する。 <p><u>JICA 遠藤所長</u></p> <ul style="list-style-type: none"> JICA では2016年3月から専門家チームを派遣して、本プロジェクトへの協力を開始した。本日の会合では、今後のモザンビークの経済発展に重要な民間セクターの投資促進のための有益な議論を期待する。
2. PEPiC ドラフト	APIEX Mr. Dinis Lissave (PEPiC チーム)より PEPiC (2019-2029) 初期ドラフト(2018年8月)についてのスライド・プレゼンテーション(別添スライド参照)
3. JICA チーム・コメント	JICA チーム総括田中より、これまでの PEPiP(2014-16)、次期 PEPiP(2017-19)、PEPiC(2019-29)の戦略活動の比較を示した上で、JICA チームとしてのコメントを示した。(別添比較表およびコメント・スライド参照)
4. 主な質疑応答	<p><u>Bolsa de Valores de Mozambique (BVM、証券取引所)</u></p> <ul style="list-style-type: none"> FS の実施については能力強化が重要である。特に地方レベルでは環境調査の能力には限界があるので APIEX がサポートする必要がある。また、投資戦略の策定に関しては CTA の参加が望ましい。 SWOT 分析について、インフラの不足、農業セクターの脆弱性および鉱業依存の経済構造も「弱み」として位置づけるべきだ。 BVM としては、追って PEPiC への提案を APIEX に送付する。 <p><u>AdZ (ザンベジ溪谷開発庁)</u></p> <ul style="list-style-type: none"> ドラフト文書に州あるいは市レベルの投資プロジェクトがリストされているが、これらが戦略とどう関連しているのかが明確でない。また、プロジェクトの数が多すぎる。 個別の投資プロジェクト以外に地域間連携を必要とする広域的あるいは国家レベルの投資プロジェクトも含まれるべきではないか。 最近州レベルでの投資誘致活動も盛んに行われているが、これらと中央レベルの PEPiC はどのように調整されるのか。 政府主導の公共投資案件(アンカープロジェクト)が民間投資を誘発する仕組みが必要ではないか。 <p><u>MITADER (国土・環境・農村開発省)</u></p> <ul style="list-style-type: none"> 投資プロジェクトによって住民移転が伴う場合、当省では社会および環境影響についての配慮を投資家に求めているが、これが事業実施の重荷になる場合がある。 特に、農業セクターへの投資案件に関しては、地域コミュニティとの摩擦への配慮が必要である。 <p><u>IPEME (SME 振興庁)</u></p> <ul style="list-style-type: none"> IPEME の機能強化に関しては、特に地方レベルでの SME の能力強化の必要性が高く、これには二国間および多国間の援助を活用している。 <p><u>APIEX</u></p>

	<ul style="list-style-type: none"> • APIEXは州および市レベルでの投資案件のFSを実施することを支援する必要があるが、これをどのような仕組み（パートナーシップ）で進めるか検討の必要がある。 <p><u>INNOQ（工業標準化機関）</u></p> <ul style="list-style-type: none"> • PEPICでは製品の品質管理意識を高める戦略も加えるべきと考える。特に国内の投資企業に関しては品質を高め競争力を強化する必要がある。 <p><u>MIC-DNI（商工省国内産業局）</u></p> <ul style="list-style-type: none"> • 商工省で策定している工業開発計画は2016～2025年までの10年間を対象としている、PEPICの期間と異なる。 • ビジネス環境の改善については、MICが主体となって取り組んでいる活動がある。（EMAN-I, II） <p><u>FDA（農業開発基金）</u></p> <ul style="list-style-type: none"> • これまでのPEPIPで旧CPIに蓄積されてきた経験の活用がPEPICに於いて図られるべきである。 • ビジネス環境（Doing Business）の改善はCTAと協力して進めるべきである。 • 法制度面の改訂（reform）の進め方の戦略が明確でない。 <p><u>INP（石油開発庁）</u></p> <ul style="list-style-type: none"> • 夫々のセクターでセクター開発計画があり、それらとの整合性（Alignment）が必要である。また、石油・ガス分野への投資も含めるべきではないか。 • 国内のSMEの強化は重要。石油ガス分野のみならず、国内企業の競争力を高め、周辺国と競争できるようになってもらいたい。 • SWOTの「機会」として、天然ガス開発が様々な分野への投資を誘発することに留意する必要がある。資源開発設備の建設に5年間、その後の操業に入ってから国内投資で参入するビジネス機会がある。 <p><u>BoM（中央銀行）</u></p> <ul style="list-style-type: none"> • 投資促進のためのインセンティブについて他国との比較で戦略を立ててはどうか？例えばエチオピアでは18か所の工業団地を建設し、欧米への輸出企業を誘致している。 <p><u>AT（歳入庁）</u></p> <ul style="list-style-type: none"> • 税制のインセンティブについて、他国との比較調査をJICAプロジェクトの協力を得て取り組んでいる。 <p><u>APIEX サンボ総裁</u></p> <ul style="list-style-type: none"> • 将来、天然ガス開発などのメガプロジェクトが終了したあとの産業の姿をイメージ出来るような戦略策定を行いたい。 • PEPICに、総額50億ドル(USD5billion)の投資額が目標として掲げられているが、この実現性は如何？
5. 閉会	<p><u>Mr. Dinis Lissave（APIEX/ PEPIC チーム）</u></p> <ul style="list-style-type: none"> • 本日、参加者からいただいたコメントは今後のドラフト作業の参考にする。特にJICAチームからのコメントについては全て反映したい。 <p><u>APIEX サンボ総裁</u></p> <ul style="list-style-type: none"> • 本日、提示したPEPICは初期のドラフトであり、今後、改訂の上、MICの諮問委員会に諮り、更に1～2回の会合を経て国家戦略として承認を得る予定である。来年10月の選挙前には閣僚会議の承認を取り付けたい。 <p><u>JICA 遠藤所長</u></p> <ul style="list-style-type: none"> • JICAが当国での重点協力分野として9分野を指定しているが、工業開発はその一つに該当する。工業開発はソフトとハードのバランスが重要

	で、ソフト面では IPEME および IFPELAC とも協力を進めている。 APIEX とは今後も本戦略の改訂に協力して行きたい。
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(別紙1)

Outline for 7th PEPIP (1st PEPIC) Roundtable Meeting (Results)

1. Date:	December 6 th , 2018
2. Time:	10:00-12:15
3. Venue:	Conference Room at Hotel Avenida
4. Objectives:	1) To introduce structure and concept of next PEPIP (PEPIC, 2019-2029) 2) To collect opinions, comments and questions from member institutions 3) To discuss actions to be taken for the next step
5. Organizers:	APIEX and JICA Project Team
6. Participants:	1) Representatives from APIEX: 15 2) Representatives from PEPIC member institutions: 22 3) JICA Mozambique Office: 3 4) Embassy of Japan: 2 5) JETRO: 1 JICA Project Team: 3 Total : 46
7. Chair	Director General of APIEX
8. Language	English and Portuguese (simultaneous translation)
9. MC	APIEX (Ms. Carmen Ezequiel)

Program

Time	Session Title	Presenter/Lead
10:00	Opening Remarks (1)	Mr. Lourenco Sambo, Director General of APIEX
10:10	Opening Remarks (2)	Mr. Hiroaki Endo, Chief Representative, JICA Moz. Office
10:20	Presentation of PEPIC 2019-2029 (draft)	Mr. Dinis Lissave, APIEX
10:50	Comments and Q & A	All participants
11:00	Comments by JICA Project Team	Mr. Hidekazu Tanaka, JICA Project
11:20	Comments and Q & A	
11:50	Report of foreigners' employment study (final) and comparative study of incentives	Mr. Hidekazu Tanaka, JICA Project
12:00	Remarks by APIEX PEPIC Team	Mr. Dinis Lissave, APIEX
12:05	Closing Remarks	Mr. L. Sambo, D.G., APIEX Mr. H. Endo, JICA Moz. Office

Materials distributed

- Program
- PEPIC 2019-2029: Document (Draft, August 2018) and PPT presentation
- Comments by JICA Project Team
- Report on Hiring of Foreigners in Mozambique (final version, June 2018)
- Tax incentives in neighboring countries (comparison of 6 countries)
- JICA Project pamphlet

(別紙2)

PEPIC RT 会合参加者リスト (2018/12/6)

1. PEPIC (PEPIC) MEMBER INSTITUTIONS

No	Institutions	Name	Position
1	Zambeze Valley Development Agency (Adz)	Reinaldo Mendiante	Director of Investment Promotion Studies
2	Agriculture Development Fund (FDA)	Lazaro Nhangobe	Head of Investment Department
3	Mozambique Tourism Authority (INATUR)	Nuno Fortes	Promotion Director
4	National Directorate of Support for Private Sector Development (DASP)	Graça Caifaz	Technician
5	Moçambique Revenue Authority (AT)	Leonor Joao Tamele	Tax Technician
6	National Hydrocarbon Enterprise (ENH)	Mussá tembe	Director
7	National Petroleum Institute (INP)	Natalia Combe Jorgina Manhengane	Director Administrator
8	Institute for Promotion of Small and Medium Enterprises (IPEME)	Lazaro Macuacua	Director of Studies
9	Nasional Institute of Standardization and Quality (INNOQ)	Alfredo Siteo	Director of Standardization
10	Institute for Vocational Training and Labour Studies (IFPELAC)	Januario Elias	Technician
11	Confederation of Economic Association of Mozambique (CTA)	Emilia Naiene	President
12*	Bank of Mozambique (Department of Economic Studies)	Angelo Noronha	Technician
13*	Ministry of Industry and Trade (MIC)	Igidio Jossias	Technician
14*	Ministry of Land, Environment and Rural Development (MITADER)	Kenete Mabjaia	Technician
15*	Ministry of Justice, Constitutional and Religious Matters (MJACR)	Nelson Siteo	Technician
16*	Mozambique Cereal Institute (ICM)	Vania de Lurdes Alfredo	Head of Institutional Development Department
17*	Mozambique Merchandise Exchange (BMM)	Chiluva Massingue	Operating Manager
18*	Mozambique Stock Exchange	Salina Cripton Vala	Chairman of the Board of Directors
19*	National Statistics Institute (INE)	Beto Codeiro	National Director
20*	National Inspector for Economic Activities (INAE)	Veronio Durone	Inspector
21*	National Directorate of Industry, MIC	Gracinda Valoi	Department Head
22*	Directorate of Economy. MIC	Cerina Mussá	National Director

* New member institutions joined PEPIC (PEPIC) Round Table Meeting for this time

2. APIEX

No	Name	Current or Former Position	Former Organization
1	Lourenco Sambo	General Director	CPI
2	Dinis Lissave	Director of SEZ Service	GAZEDA
3	Nuno Maposse	Coordinator, Information and Marketing	CPI
4	Chaibo Solemane	Director, Administration and HR	CPI
5	Belarmina Capitine	Director, Bussiness Development	CPI
6	Octavio Zefanias	Head of Department, research and commercial Information	IPEX
7	Gil Bires	Deputy Director General	GAZEDA
8	Joaquina Gumeta		CPI
9	Carmen Ezequiel		GAZEDA
10	Lucia Mendes	Coordinator	CPI
11	Satie Rohit	Project Management Service	GAZEDA
12	Telma Com�e	Technician	GAZEDA
13	John Bene	AIT/ Technician	GAZEDA
14	Tania Macarringue	Technician	GAZEDA
15	S�ergio Ernesto	Technician	GAZEDA

3. Embassy of Japan/ JETRO

No	Name	Position
1	Shintaro Torigoe	Researcher/ Advisor, Embassy of Japan (EoJ)
2	Luis Paixao	Assistent for Economic Sector, EoJ
3	Akiko Abe	Director, JETRO Maputo Office

4. JICA Mozambique Office

No	Name	Position
1	Hiroaki Endo	Resident Representative
2	Hiroyuki Nonaka	Project Formation Adviser
3	Dalmiro Leonardo	Program officer

5. JICA Project Team

No	Name	Position
1	Hidekazu Tanaka	Team Leader/ Invest Promotion Expert
2	Firmino Macuacua	Local Consultant
3	Irene Cossa	Project Assistant

PHOTOS from PEPiP Round Table Meeting (6 December 2018)



Opening Address DG Sambo APIEX



Opening Address Mr. Endo, RR JICA



QA Session



QA Session



Mr. Dinis Lissave, APIEX



H. Tanaka, JICA Project Team

会合記録: PEPIC RT

日時	2019年11月22日(金)10:00～12:15
場所	Hotel Avenida 会議室
プログラム	別紙1参照
参加者: 43名 (別紙2参加者 リスト参照)	モザンビーク側: PEPICメンバー機関(12名)、APIEX(15名) 日本側: 在モザンビーク日本大使館(2名)、JICAモザンビーク事務所(4名) JETROマプト事務所(1名)、プロジェクトチーム(9名、ローカルコンサルタント および法律事務所スタッフを含む)
議題	内容
1. 開会挨拶	<p><u>APIEX サンボ総裁</u></p> <ul style="list-style-type: none"> PEPICは、投資輸出促進に向けた関連機関の連携強化において、大変重要な戦略文書である。昨年の初回円卓会議と5月のJCC会合を経て、本日最終ドラフトをプレゼンするに至った。本日参加の関連機関からは、更なる改良の為のインプットを期待する。 本JICAプロジェクトは来年3月で終了を迎える。本日は、PEPIC最終版に加えて、外国為替制度に関する報告書と、投資手続きガイドの紹介も成される。 本投資輸出戦略の策定にあたり、国家の開発戦略では次の4つのポイントを示していることに留意されたい: 1) Human Resource Development, 2) Productive activities, 3) Research and Development, 4) Institutional Development また、重点を置くセクターとしては農業・水産業が多くの雇用を生んでおりGDPの25%を占めている。また、製造業および観光業も雇用機会と国内での付加価値増という点で重要である。民間投資の促進とともに公共セクターの投資活動も重要である。 <p><u>JICA 遠藤所長</u></p> <ul style="list-style-type: none"> 2016年のプロジェクト開始後、3年半に渡り、コンサルチームによってAPIEXへの支援がなされた。残りのプロジェクト期間において、APIEXにはこれまで習得したスキル・知識を如何に活かすを考えてもらい、JICAはそれを見届けたい。 本日、APIEXおよび関係機関の協力のもとドラフトがまとまった、PEPIC文書を活用して、今後APIEXには投資および輸出促進を推し進めてもらいたい。また今後においては、異なるレベルでの関係機関との連携強化が求められ、特に州レベルでの情報提供の役割が期待されるBAUは重要な連携先である。 本会合は、係る活動に関して議論を交わす重要な機会なので、参加機関には積極的に意見交換をお願いしたい。
2. PEPICドラフトファイナル	APIEX Mr. Dinis Lissave (PEPICチーム)よりPEPIC(2020-2030)最終ドラフトに基づいて準備されたアクションプラン(2020-2022)についてのプレゼンテーションがなされた。(PEPIC DFのメインテキストおよびAction Plan Matrixが参加者に配布された)

3. 質疑応答	<p>参加者からのコメントおよび APIEX からの回答は以下の通り。</p> <p>1) FDA(農業開発基金)</p> <ul style="list-style-type: none">4 章については、「輸出促進におけるターゲット市場の特定」だけでなく、特定された市場へのアクセス手段の検討も、活動内容に含めるべき。また、その海外の市場へのアクセス手段に関する合意形成に対しても、支援が必要である。4.2 章に記載の促進イベントについては、3.3 章に移動するのが適切。マトリックスに記載のいくつかの活動が、Action Plan(2020-2022)では見られないので、整合性をとることが必要。 <p>→Mr.Lissave)指摘のとおり、文書に反映する。</p> <p>2) Adz(ザンベジ溪谷開発庁)</p> <ul style="list-style-type: none">1.3 章に記載の指標に、「在外モザンビーク大使館との連携強化」を含むべきである。モザンビーク大使館への APIEX 職員の配置は、投資促進活動の強化において重要である。1.4 章について、Territorial planning の実施において、具体的な活動への支援が必要である。 <p>→サンボ総裁)そういった取組は観光セクターにとっても重要で、直近の事例でいえば Crusse Jamal Project が当てはまる。</p> <p>→Mr.Lissave)大使館との連携については、APIEX は将来的に、投資促進において重要と判断する国においては、Representative Office を設置する予定である。Territorial planning について、既存 SEZ においてまだ区画整理が進んでおらず、早急に進めたい。</p> <p>3) AT(歳入庁)</p> <ul style="list-style-type: none">1.1.4 章は、Doing Business に関する活動を含むべきである。商工省は、法制度見直しに関与するべきである。また、Fiscal Code の見直しが必要である。 <p>→Mr.Lissave)Fiscal Code の改定には同意する。</p> <p>4) INNOQ(工業標準化機関)</p> <ul style="list-style-type: none">PEPIC には、具体的な活動スケジュールが不足している。各年の進捗を示すように構成されれば、より実施状況のモニタリングが可能となるのではないか。指標が不明瞭で、達成状況の確認が難しいのではないか。予算面での検討がされていない。 <p>→Mr.Lissave)指標については再度検討したい(後に Mr.Lissave に確認すると、「現行案では、指標が設定目標と一致していない部分がある」とのこと)。予算については、各活動の Feasibility study を実施しておらず、どれほどの費用が掛かるかが把握できていない状況である。</p> <p>5) BMM(モザンビーク商品取引所)</p> <ul style="list-style-type: none">輸出手続きには、当局を関与させるべきであり、そうすれば輸出品の管理ができる。当局、内資・外資企業の事業促進のため、PEPIC 全体に関与すべきと考える(現行案では、活動の実施機関に同機関は含まれていない)。当局は現在、ある電子プラットフォームを構築中で、それにより、国内の
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	<p>生産物・輸出品の管理が可能となる。1年以内に運用が開始される。</p> <ul style="list-style-type: none"> • 当局は Doing Business 指標にも関与している。 <p>→Mr.Lissave) 関連情報を共有してもらいたい。</p>
4. 外国為替制度	<p>プロジェクトチームが作成した、「外国為替制度に関する報告書」について、その内容をリーガルチーム(JLA Advogados 法律事務所)より説明した。(参加者には報告書の目次と害コック為替制度のサマリー表が配布された)</p>
BoM(中央銀行)からのコメント	<ul style="list-style-type: none"> • 本レポートは投資家にとって大変有益なものであり、Doing Business 指標の改善にも資する。 • この度、外国為替制度が見直され、外国投資資金の登録業務が、中央銀行より市中銀行に移管されることが決定した。これにより、投資家が同手続きに要する時間を短縮できると期待している。 • 本文書の作成に協力した法律事務所は投資促進活動において、BoM のパートナーのような役割を担っている。外国企業に対し制度や手続きの助言をする際はなるべくポジティブに対応することを期待している。
5. プロジェクト合同評価の結果報告	<p>田中総括より、本プロジェクトの4年間の活動全体について OECD で採用されている5項目による評価を11月13日に APIEX 関係者と実施した。その結果について、説明を行った。また、投資手続きガイドおよびビジネスライセンスガイドについても紹介した。(これらの冊子は参加者に配布された)</p>
6. 閉会	<p><u>JICA 遠藤所長</u></p> <ul style="list-style-type: none"> • 本プロジェクトへの APIEX および参加各位の協力に感謝する。 • JICA としては、今後も投資・貿易など経済分野への協力を続ける。 <p><u>APIEX サンボ総裁</u></p> <ul style="list-style-type: none"> • 10年間の投資輸出戦略は新政府がコミットするには長期過ぎる為、より Operational な期間(3年間)の承認を取り付ける考えである。 • 参加者の積極的な議論に感謝

(別紙 1)



Republic of Mozambique
Ministry of Industry and Commerce
Agency for Investment and Export Promotion

2nd Roundtable Meeting of PEPI C, 2020-2030

22 November 2019-Hotel Avenida, Maputo

Agenda

Time	Session Title	Presenter/Lead
9:30-10:00	Registration	
10:00-10:10	Opening Remarks	Mr. Lourenço Sambo Director General of APIEX
10:10-10:20	Opening Remarks	Representative of JICA Moz. Office
10:20-10:50	Presentation of PEPI C 2020-2030 (final draft)	Mr. Dinis Lissave PEPI C Team, APIEX
10:50-11:20	Comments and Q & A	All participants
11:20-11:40	Report of FOREX Study and Investment Procedure/ Business Licensing Guides	JICA Project Team
11:40-11:50	Comments and Q & A	All participants
11:50-12:00	Closing Remarks	Mr. Lourenço Sambo APIEX Managing Director and / or JICA Representative
12:00-13:00	Lunch	

(別紙2)

PEPIC RT 会合参加者リスト (2019/11/25)

1. PEPIC (PEPIC) MEMBER INSTITUTIONS

No	Institutions	Name	Position
1.	Zambeze Valley Development Agency (Adz)	Miranda Amade Miguel	Director
2.	Agriculture Development Fund (FDA)	Lazaro Nhamgobe	Department head
3.	Mozambique Tourism Authority (INATUR)	Romualdo Johan	General Director
4.	Moçambique Revenue Authority (AT)	Ana Cristina Selemene	GPECI Director
		Osvaldo Chongo	Technician
5.	Institute for Vocational Training and Labour Studies (IFPELAC)	Januário Elias	Technician
6.	Bank of Mozambique (Department of Economic Studies)	Angelo Noronha	Technician
7.	Ministry of Industry and Trade (MIC)	Gracinda Valoi	Department head
8.	Ministry of Justice, Constitutional and Religious Matters (MJACR)	Manuel Malungo	Permanet Secretary
9.	Mozambique Cereal Institute (ICM)	Francisco Carraldla	Assessor
10.	National Statistics Institute (INE)	Afonso Uate	Department head
11.	National Inspector for Economic Activities (INAE)	Domingos Matsinhe	Technician
12.	National Directorate of Industry, MIC	Virgilio A. Fumo	Department head

2. APIEX

No	Name	Current or Former Position	Former Organization
1.	Lourenço sambo	General Director	CPI
2.	Dinis Lissave	Director of SEZ Service	GAZEDA
3.	Belarmina Capitine	Director, Bussiness Development	CPI
4.	Joaquina Gumeta		CPI
5.	Carmen Ezequiel	Alfredo Siteo	GAZEDA
6.	Lucia Mendes	Technician	CPI
7.	Satie Rohit	Project Management Service	GAZEDA
8.	Tania Macarringue	Technician	GAZEDA

3. Embassy of Japan/ JETRO

No	Name	Position
1	Shintaro Torigoe	Researcher/ Advisor, Embassy of Japan (EoJ)

2	Luis Paixao	Assistent for Economic Sector, EoJ
3	Atsushi Matsunaga	JETRO Maputo Office

4. JICA Mozambique Office

No	Name	Position
1	Hiroaki Endo	Resident Representative
2	Hidetake Aoki	Deputy resident representative
3	Kawazuma, Kohei	
4	Dalmiro Leonardo	Program officer

5. JICA Project Team

No	Name	Position
1	Hidekazu Tanaka	Team Leader/ Invest Promotion Expert
2	David Robbete	Investment Approval/ Facilitation (Business
3	Ryota Sai	Investment Approval / Facilitation (Procedure)
4	Yukiyo Yamada	Information Management
5	Firmino Macuacua	Local Consultant
6	Vania Matola	Project Assistant
7	Irene Cossa	Project Assistant
8	Zara Jamal	Lawyer-JLA ADVOGADOS
9	Carol António Matias	Lawyer-JLA ADVOGADOS

PHOTOS



Opening Address DG Sambo APIEX



Opening Address Mr. Endo, RR JICA



QA Session



QA Session



Mr. Dinis Lissave, APIEX



H. Tanaka, JICA Project Team

添付 8:IT 研修報告書

Summary of Excel training for CPI staff

1. Schedule and training contents

1-1 Training subject

Microsoft Excel 2013 Intermediate

1-2 Schedule

14 to 18 and 21 to 24 November, 2016, 14:00 – 16:00 (Total: 18 hours)

1-3 Location of Training

IEG (Instituto de Educação e Gestão), Address: Av Mao Tsé Tung, 1201, Maputo.

1-4 Training purpose

To enhance Excel skills of CPI staff to improve information management in CPI, particular focus on improving information management skill on investment projects at Project Management Division.

1-5 Training contents for each session

Date	Contents
14 Nov (Mon)	Create worksheets and workbooks. Navigate through worksheets and workbooks. Format worksheet and workbooks
15 Nov (Tue)	Customize options and views for worksheets and workbooks.
16 Nov (Wed)	Configure worksheets and workbooks to print or save.
17 Nov (Thu)	Insert data in cells and ranges. Format cells and ranges.
18 Nov (Fri)	Order and group cells and ranges.
21 Nov (Mon)	Create a table. Modify a table. Filter and sort a table.
22 Nov (Tue)	Utilize cell ranges and references in formulas and functions. Summarize data with functions.
23 Nov (Wed)	Utilize conditional logic in functions. Format and modify text with functions.
24 Nov (Thu)	Create a chart. Format a chart. Insert and format an object. Final test.

1-6 Participants: **TOTAL : 10**

Project Management Division : 4

Business Development Division: 2

Administration and Human Resource Division: 2

Linkage Service Division: 1

Information Marketing Division: 1

1-7 Cost: **MT 75.000**

2. Training results

2-1 Attendance rate

Average: 99% (9 persons: 100%, 1 person: 89% (8 out of 9 sessions))

All participants received a participation certificate. (threshold: 80%)

2-2 Result of final test

On the last day, final test was conducted. The following table is the result.

Marks (Full=20)	Ratio	Number	Note
17 and above	85% - 100%	4	Successful completion and merit noted on certificate
10 - 16	50% - 85%	2	Successful completion noted on certificate
Less than 10	0% - 50%	4	

2-3 Result of questionnaires

A set of questionnaires to participants was conducted after the training.

All participants answered that training contents was appropriate. Regarding level of interest, level of utility and training evaluation, there were no negative answers.

Q1 Level of difficulty



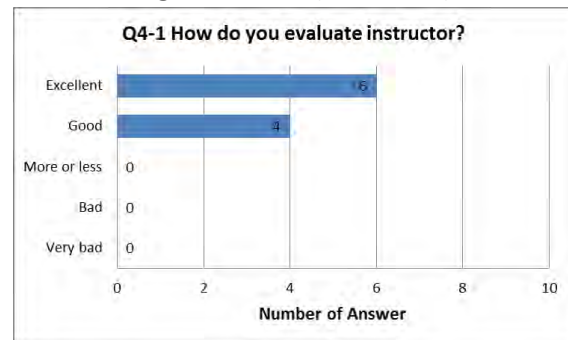
Q2 Level of interest



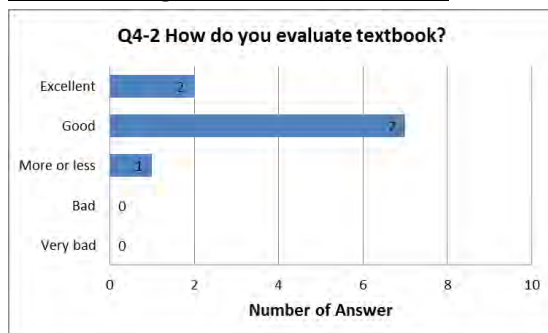
Q3 Level of utility



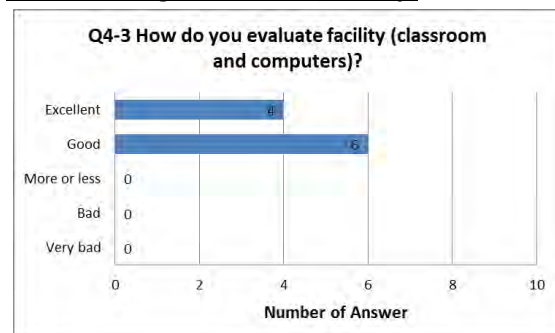
Q4-1 Training evaluation (Instructor)



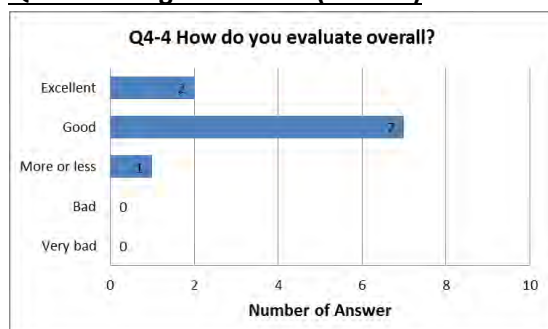
Q4-2 Training evaluation (Textbook)



Q4-1 Training evaluation (Facility)



Q4-4 Training evaluation (Overall)



3. Suggestions / Comments

3-1 Suggestion / Comments from participants

- Two hours per day is not adequate. Three hours per day will be better. (6 persons)
- The duration of training is short for learning and practice. (3 persons)
- Database analysis tool is recommended to be covered. (1 person)
- Practical examples is better to be based on the participant's/institution's dairy task. (1 person)

3-2 Suggestion / Comments from the training institution (IEG)

- Each training session is better to be organized for 3-hour
- Level of basic knowledge of participants was widely different. A level test conducted before starting the training is suggested.
- For some of the participants, the training is better to be conducted from the beginner level, instead of the intermediate level.

3-3 Suggestion / Comments from JICA expert team

- The participants never had received this kind of IT training since they started working with CPI. For this reason, all the participants showed their strong interest and learned very seriously. It was much more than the Team had expected.
- Some the participants had opinion that "Excel has a limitation and high-spec database system is necessary". However they realized that they know only a part of Excel features, and could learn many functions to be able to use.
- It is not easy to become immediately skilled in the use of new functions the participants learned in the training, but there will a substantial difference in knowing some extra functions to be used, which can be applied when it became necessary in the daily work.
- The consultant in charge is in opinion that the Project is to continue to conduct the similar training in learning variety of functions for other software and IT tools.
- Additionally, it is important to make a structure that trained staff transfer their knowledge and skill to other staff at CPI.

Summary of PowerPoint training for APIEX staff

1. Schedule and training contents

1-1 Training title

Effective presentations using PowerPoint

1-2 Schedule

11 to 15 September 2017, 13:00 to 16:00 (Total: 15 hours)

1-3 Location of Training

Above, Address: Rua Joao Carlos Beirao, 498, Maputo

1-4 Training purpose

To enhance presentation skills of APIEX staff using PowerPoint, in order to improve investment promotion activities at APIEX.

1-5 Training program

Day 1: Create and organize presentations

Day 2: Operation about text and objects

Day 3: Features of presentations

Day 4: Advanced features

Day 5: Techniques of presentations and Final presentation

1-6 Participants: **TOTAL : 10**

Former CPI: **5** (Project Management Division : 2, Business Development Division: 2, Administration and Human Resource Division: 1)

Former GAZEDA: **5** (Industrial Free Zone Division : 1, Special Economic Zone Division: 1, Marketing and Communication Division: 1, Study and Cooperation Division: 1, Human Resource Division: 1)

1-7 Cost: **MT 65,000**

2. Training results

2-1 Attendance rate

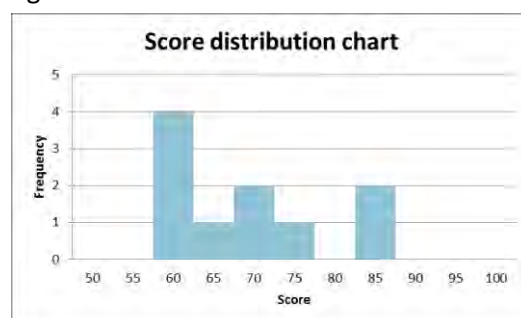
Average: 100% (10 persons: 100%)

All participants received a participation certificate.

2-2 Result of final presentation

Participants prepared their presentation (PowerPoint slides) related to their work during the training period. On the last day, each participant made a presentation in front of other participants. Their presentation was evaluated by an instructor using four criteria: Design, Contents, Capability of synthesis and Presentation technique. The following table is the result.

Scores (Full=100)	Number
80 – 89	2
70 – 79	3
60 - 69	5



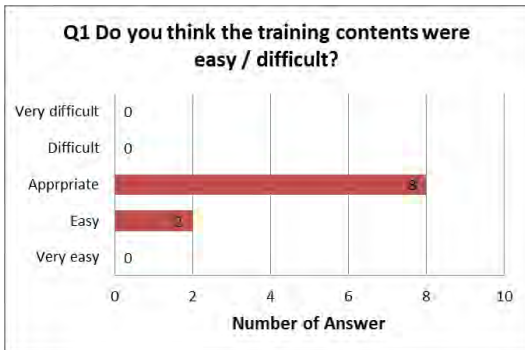
2-3 Result of questionnaire

A set of questionnaires to participants was conducted after the training.

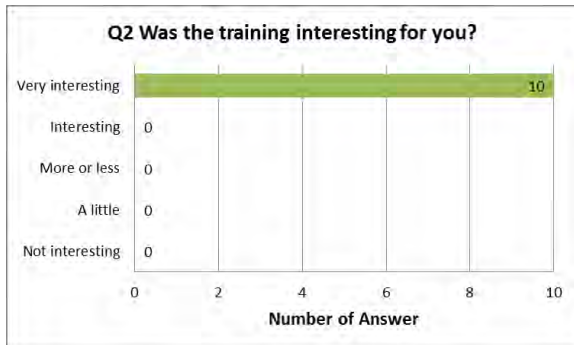
All participants answered that the training was very interesting and useful for their daily work.

However, the training contents seemed easy for some participants. Since textbook was provided only in digital format, some participants mentioned that printed one is more convenient, especially for practice. There were no negative answers to other points such as instructor and facility.

Q1 Level of difficulty



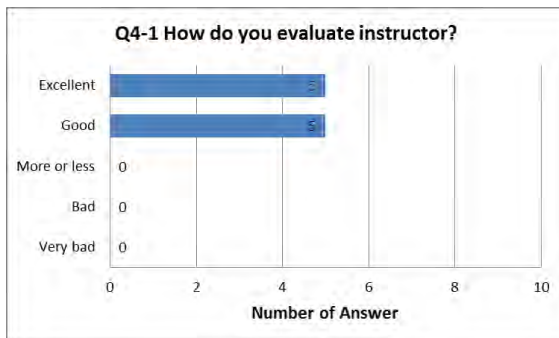
Q2 Level of interest



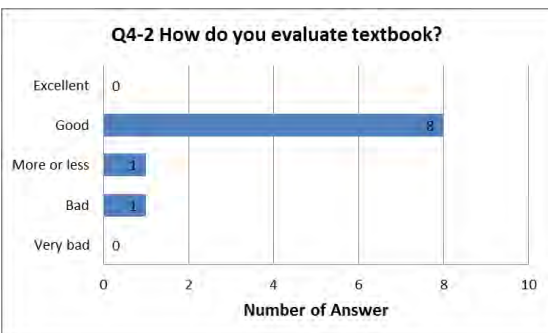
Q3 Level of utility



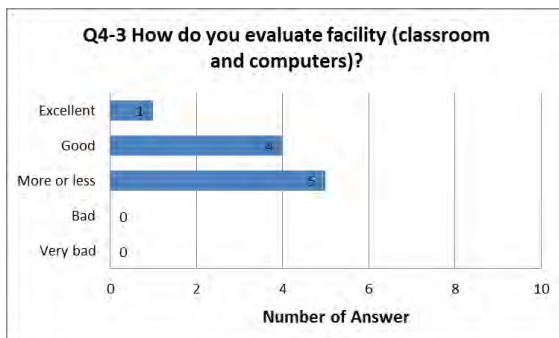
Q4-1 Training evaluation (Instructor)



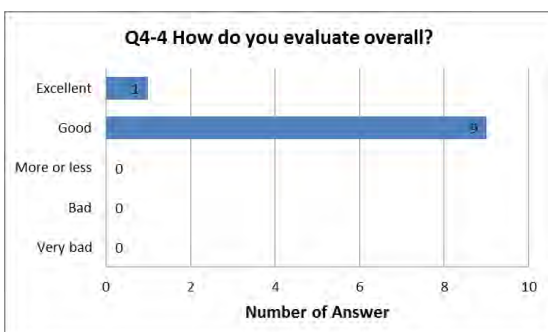
Q4-2 Training evaluation (Textbook)



Q4-1 Training evaluation (Facility)



Q4-4 Training evaluation (Overall)



3. Suggestions / Comments

3-1 Suggestion / Comments from participants

- It is better to set up a preparatory meeting with all participants before starting training.
- For training time, a 14:00 to 17:00 is more appropriate.
- Textbook should be provided not only in digital format but also in print.
- Reduce time for theory, increase time for practice.
- Participants from GAZEDA state that GAZEDA staff need an Excel training.

3-2 Suggestion / Comments from JICA expert team

- Same as the Excel training conducted last year, the attendance rate was very high (average:100%), and all the participants were learning very seriously.
- Unlike Excel, PowerPoint is a software that is not difficult to learn. Therefore the degree of comprehension did not differ significantly among participants. The same is true for the score of the evaluation of final presentation.
- Most of the participants prepare PowerPoint slides in their daily work, but they have few opportunities to make presentations by themselves. It was a good experience for them to make a presentation in front of others on the last day.
- However, since one of the evaluation criteria of final presentation was presentation technique, it is considered that the participants who were not used to making presentation could not get high score.
- As seen in the comments from the participants, when planning a next training, we should set up not only a follow-up meeting, but also a preparatory meeting with all participants.
- We will encourage APIEX to make opportunities of internal training, so that the staff who participated in the training can transfer their knowledge to other staff.

First day of training



Final presentations conducted on the last day



Certificate award (held on 20 September, with Dr. Sambo at old GAZEDA)



Summary of Information security training for APIEX staff

1. Schedule and training contents

1-1 Objectives

- To teach APIEX staff the basic knowledge on information security, in order to protect the APIEX information assets.
- To share experiences of information security incidents and damages between ex-CPI staff and ex- GAZEDA staff.

1-2 Target persons

All APIEX staff

1-3 Date and Time

Staff was divided into two groups and the training with the same contents was conducted two times.

- Wednesday 27 September 2017
- 1st group: 9:00 to 10:30, 2nd group: 13:30 to 15:00

1-4 Place

APIEX II (ex-GAZEDA) meeting room

1-5 Agenda

	Time (1 st group)	Time (2 nd group)	Program	Presenter
1	9:00 – 9:05	13:30 – 13:35	Opening remark	Mr. Chaibo Selemane (Director of Admin.& HR, ex-CPI)
2	9:05 – 9:30	13:35 – 14:00	Recent computer viruses and countermeasures	Ms. Yamada (JICA expert) and Mr. Jose Joao(IT staff, ex-CPI)
3	9:30 – 9:45	14:00 – 14:15	Experiences of information security incidents at GAZEDA	Mr. John Bene (IT staff, ex- GAZEDA)
4	9:45 – 10:00	14:15 – 14:30	Experiences of information security incidents at CPI	Mr. Jose Joao (IT staff, ex- CPI)
5	10:00 – 10:20	14:30 – 14:50	Discussion	All participants
6	10:20 – 10:30	14:50 – 15:00	Filling out a questionnaire	

1-6 Instructors

- Ms. Yukiyo Yamada, JICA expert on information management
- Mr. Jose Joao, IT staff of ex-CPI
- Mr. John Bene, IT staff of ex-GAZEDA
- Mr. Viegas Manuesse, IT staff of ex-GAZEDA

2. Number of participants

1st group: 27 attended (ex-CPI: 12, ex-GAZEDA: 15) out of 31 invited staff (Attendance rate: 87%)

2nd group: 25 attended (ex-CPI: 12, ex-GAZEDA: 13) out of 31 invited staff (Attendance rate: 81%)

3. Minutes of training

(1) Recent computer viruses and countermeasures

Ms. Yukiyo Yamada, JICA expert on information management, gave brief introduction of the training and Mr. Jose Joan, IT staff of ex-CPI, explained about recent computer viruses, virus

countermeasures and biggest cyber attacks in 2016-2017. The teaching material is attached in Annex.

(2) Experience of information security incidents at GAZEDA

Mr. John Bene, IT staff of ex-GAZEDA, talked about the experiences of information security incidents at GAZEDA. Incidents which occurred at GAZEDA, the results and their actions are as follows.

No	Incidents	Results	Actions and recommendations
1	Infection from USB flash memory. Share USB flash memory infected with viruses on computers	When opening the USB flash, no information was found.	Avoid sharing and using personal USB flash memory in a work place. Use an antivirus software to detect and remove viruses. For those who have personal laptop, we recommend to use an antivirus software in order to protect their information.
2	Infection by Locky ransomware	Three computers were encrypted. All Word and PDF documents could not be opened.	We were able to recover 70% of the information. This was possible as a result of the backup policy.
3	Virus infection from emails.	Some employees received 20 to 30 emails within 2 minutes from a stranger. Computers were constantly sending emails to strangers. The IP address of GAZEDA was placed in a blacklist.	Purchase an antivirus software. We started using Kasperky Total Security which is one of the best antivirus software in the market. We recommend the employees to update the antivirus software.
4	Virus infection from websites.	Download videos from entertainment websites that infect computers. Click the suspicious links that have viruses.	We blocked several web pages such as YouTube and Facebook.

(3) Experience of information security incidents at ex-CPI

Mr. Jose Joan, IT staff of ex-CPI, talked about the experiences of information security incidents at CPI. Incidents which occurred at CPI, the results and their actions are as follows.

No	Incidents	Results	Actions and recommendations
1	Virus infection from websites.	An employee of former CPI visited a suspicious website that infects computers. All the documents disappeared. Files were encrypted.	With the help of a social network, we found a tool that can recover the information. Avoid opening suspicious links and verify the sender's address. Avoid opening pop-up windows. Employees should be conscious that they can easily be cheated by the information on the websites. IT staff is not responsible for user behavior.
2	Receive suspicious emails.	Email from the bank requesting my password.	Place the cursor on the link and check the sender's address. Delete unnecessary mails. Update antivirus software.

(4) Discussion

Participants asked several questions and the instructors answered. Main questions and answers are as follows.

No	Questions	Answers
1	How do I secure information security on mobile phones?	Create means of protection for your mobile phone. Use antivirus software. Avoid to open important documents when using a public wifi network. Avoid to use websites that request your password such as Internet banking.
2	It is advisable or safe to use emails to share documents with colleagues?	It is important that the institution has an information policy that allows to filter information and to save information that anyone can access. In case of virus infection from email, you should back up important files periodically.
3	Is it important to update antivirus software every year?	Antivirus software should be updated annually and should be purchased at a regulated supplier.
4	What is the procedure for	Read the terms and conditions carefully. Never ask for administrator

	updating software?	password if necessary. You should have assistance from IT staff
5	How can I identify malicious websites?	Verify what they request.
6	How can I know if my computer is infected with virus?	Use an updated antivirus software. After scanning your PC, the virus can be detected. Scanning should be periodically carried out.

4. Results of questionnaire

A set of questionnaires to participants was conducted at the end of the training. The 50 participants in total answered the questionnaire. Answer rate was 96%.

- Nobody answered the training contents were difficult.
- Most participants answered the training was very interesting or interesting.
- Most participants answered the training was very useful or useful for their daily work.
- Regarding training evaluation, most answers were positive.
- More than half of the staff have experience of having their office computer infected with virus over the past three years and approximately half of the staff have experience of having their home computer infected with virus.

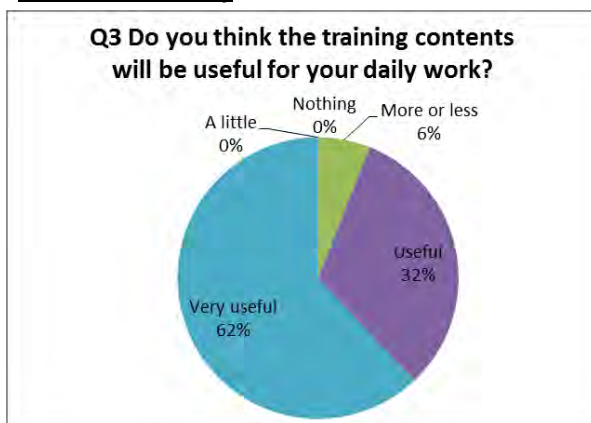
Q1 Level of difficulty



Q2 Level of interest



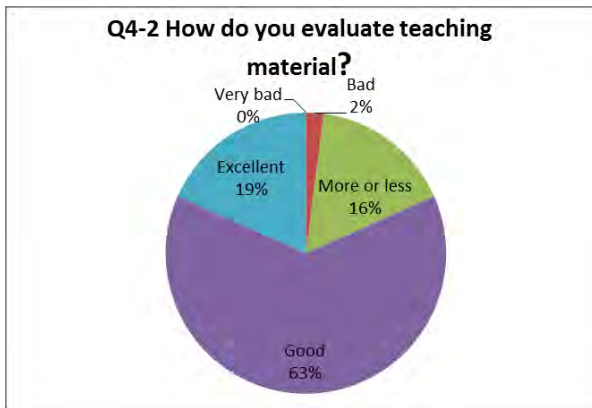
Q3 Level of utility



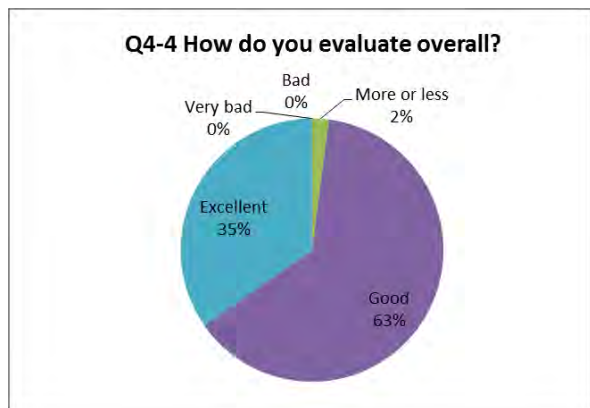
Q4-1 Training evaluation (Instructor)



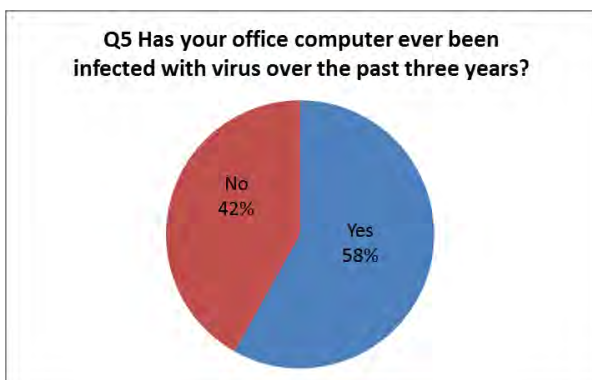
Q4-2 Training evaluation (Teaching material)



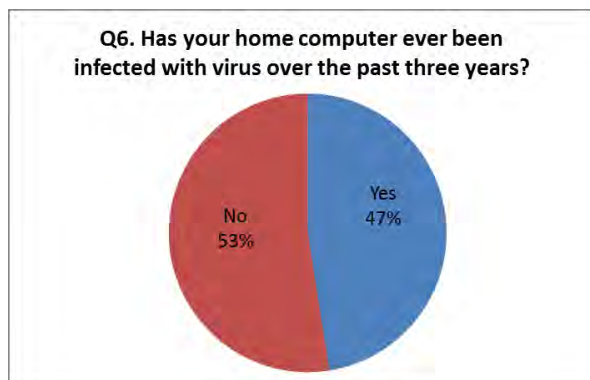
Q4-4 Training evaluation (Overall)



Q5 Experience of virus infection at office (3 years)



Q6 Experience of virus infection at home (3 years)



5. General review

- We prepared training material with basic contents so that all staff could understand it. No one answered the training contents were difficult in the questionnaire. In this sense, the training was successful.
- However, some participants answered the contents were very easy. Basic knowledge on this topic varies from staff to staff. From next time, it may be better to announce the training level in advance and train only staff who correspond to the level, not all staff.
- JICA expert prepared training material and at the time of training the counterparts (IT staff) explained in Portuguese so that the participants could understand better. Such a method is effective in training for general staff.
- CPI staff and GAZEDA staff presented the experiences on information security incidents which occurred in their respective organizations. Since APIEX has just started and the staff of two organizations have not known well each other, they had a good opportunity to share their experiences.
- The infection rate of office computers was higher than expected. APIEX should continue similar training related to information security.
- JICA expert team needs to support APIEX so that they can plan and conduct such training by themselves.

Opening remarks by Mr. Chaibo



Introduction of training by Ms. Yamada



**Presentation by Mr. Jose Joao,
IT staff of ex-CPI**



**Presentation by Mr. John Bene,
IT staff of ex-GAZEDA**



At the end of training (1st group)



At the end of training (2nd group)



Summary of Access training for APIEX staff

1. Schedule and training contents

1-1 Training subject

Microsoft Access for beginners

1-2 Schedule

2 to 4 and 9 to 13 September 2019 (Total: 30 hours)

1-3 Location of Training

IEG (Instituto de Educação e Gestão), Address: Av Mao Tsé Tung, 1201, Maputo.

1-4 Training purpose

To understand the basis of database and to utilize it to improve information management in APIEX, particularly to improve information management on investment projects.

1-5 Training contents for each session

Date	Time	Contents
2 Sep (Mon)	13:30-17:00	Concept of Access, Interface, Tables
3 Sep (Tue)	13:00-16:30	Tables (cont.): Primary key, Input mask, Lookup wizard, Relation, etc.
4 Sep (Wed)	13:00-16:30	Forms: Subforms, Formatting of form, etc..
5 Sep (Thu)	8:30-12:00	Queries: Criteria, Query with various tables, "Parameter" query, Crosstab query wizard, etc.
9 Sep (Mon)	13:00-16:30	Reports: Tag assistant, etc.
10 Sep (Tue)	13:00-16:30	Data import and export: Import from other database to Access, Import from external source, export data, etc.
11 Sep (Wed)	13:00-16:00	Macros
12 Sep (Thu)	13:00-16:00	Startup, Database maintenance
13 Sep (Fri)	13:00-16:00	Review of contents, Final test

1-6 Participants: **TOTAL : 10**

Division of Investment Project Management and Facilitation: 4

Division of Research Cooperation and Special Projects: 3

Division of SEZs and IFZs: 2

Department of Administration and Finance: 1

1-7 Cost: **MT 113,275**

2. Training results

2-1 Attendance rate

Average: 76% (2 persons: 100%, 3 persons: 90%, 2 persons: 80%, 2 persons: 60%, 1 person: 10%)

Participation certificate was awarded to seven participants with an attendance rate of 80% or higher.

Three participants quit the training on the way. The reasons are as follows.

- After finishing the first day of training, the participant realized that he had received similar training before (1)
- Busy with his office work (1)
- Family illness (1)

2-3 Result of questionnaires

A set of questionnaires to participants was conducted on the last day of the training. Six participants answered.

All respondents answered that the training was interesting and useful for their daily work. Regarding the difficulty, the answers varied. Some participants answered that it was very difficult, and others answered that it was easy. No one negatively evaluated the training itself.

Q1 Level of difficulty



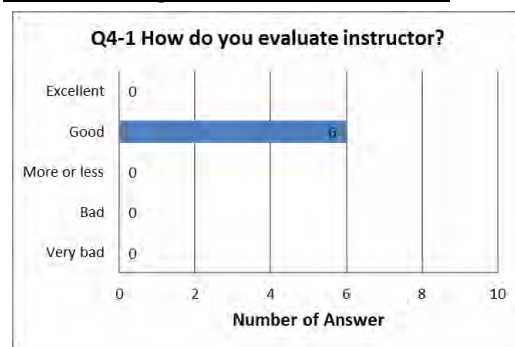
Q2 Level of interest



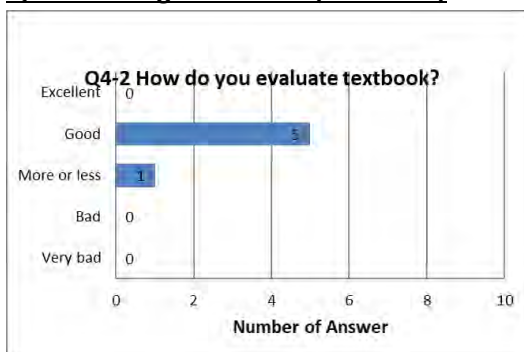
Q3 Level of utility



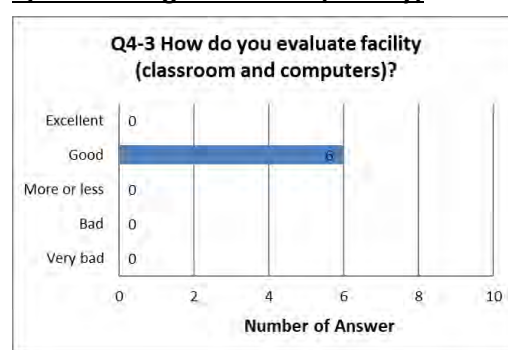
Q4-1 Training evaluation (Instructor)



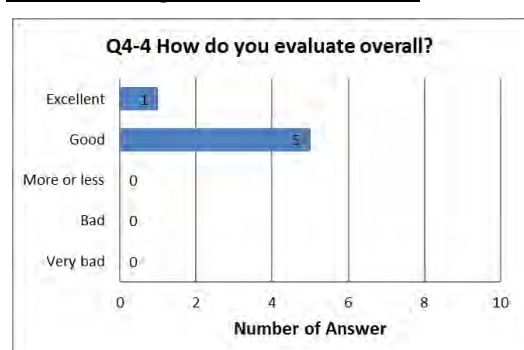
Q4-2 Training evaluation (Textbook)



Q4-1 Training evaluation (Facility)



Q4-4 Training evaluation (Overall)



3. Suggestions / Comments

3-1 Suggestion / Comments from participants

- Training period should be a whole day x 1 week, not 0.5 days x 2 weeks. Then, we can concentrate more.
- It was very useful.

3-2 Suggestion / Comments from the training institution (IEG)

- Since the training was funded by JICA, we expected great attendance to the training. However, three people quit the training on the way.

3-3 Suggestion / Comments from JICA expert team

- Compared to the Excel training conducted in 2016 and the PowerPoint training conducted in 2017, the attendance rate was significantly low. We consider that the reasons are: (a) There was a problem in the selection of participants. For example, the person who had received the similar training before was selected as participant. (b) APIEX staff had rarely received IT-related training until 2 years ago. Currently they can receive a variety of training supported by other donors. It seems that the willingness of APIEX staff to learn through training has reduced.
- Actual APIEX data (investment project data managed in Excel) was provided to the training institute in advance, and the actual data was used for training. Since the actual data was used, the participants were able to clearly understand the difference between Excel and Access. In particular, the participants from the former CPI PMD (Project Management Division) understand the convenience of information management using Access and are expected to improve project information management from what they learned in the training.
- We would like to continue to provide individual training to the staff of the former CPI PMD, while demonstrating examples of managing investment project information using Access.
- This training is the last IT training using an external training institution, which the Project supports. The lesson is that JICA experts should be more involved in the selection of training participants. In all three IT trainings, the Project presented participation criteria to APIEX (CPI), and APIEX (CPI) selected participants based on the criteria. There was no problem in the past two trainings, but this time there was a big problem with the selection of participants.

Training at IEG (Instituto de Educação e Gestão)



添付 9:PDM 暫定版、PDM 第 1 版

Project Design Matrix

Project Title: Project for Enhancing Capacity of Investment Promotion and Facilitation

Implementing Agency: Investment Promotion Centre (CPI)

Target Group: Staff of CPI (direct beneficiaries), Staff of organizations related to investment promotion, Investors (indirect beneficiaries)

Period of Project: (month), 2016~(month), 2020


Project Site: Mainly in Maputo City

Model Site: (none)

Version 0

Dated 25 Nov, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
National and foreign direct investment is increased.	(1) Number and amount of national and foreign direct investment approved by CPI. (2) Number and amount of realized national and foreign direct investment approved by CPI	(1) CPI's report (2) CPI's report	There will be no socio-economic incident which has substantial negative changes on direct investment in Mozambique.		
Project Purpose					
CPI's capacity for investment promotion and facilitation is enhanced.	(1) Investors' satisfaction with investment promotion/facilitation services provided by CPI (2) Period required for obtaining investment approval and relevant business licenses	(1) Interview to national and foreign companies. (2) Interview to CPI and relevant organizations	There will be no substantial changes in investment policy of the Mozambican government.		
Outputs					
1 CPI's investment promotion activities are improved.	(1) Number of revisions of investment promotion tools and investor's satisfaction to each revised edition (2) Number of investment promotional events held by CPI and participants' satisfaction to each event (3) Manuals for investment promotion activities	(1) CPI's report, questionnaires (2) CPI's report, questionnaires (3) Government documents	Authority and organization of CPI will not be substantially changed.		
2 Operations for investment approval, business licensing support and investment monitoring become smooth and effective.	(1) List of persons/departments responsible for business licensing in relevant organizations (2) List of business licenses and issuing organizations (3) Number of reports to the cabinet regarding investment realization (4) Manuals and Standard of Procedures (SOP) for investment approval, business licensing support and investment monitoring	(1) Project report (2) Project report (3) CPI's report (4) Government documents			
3 PEPiP implementation is advanced through facilitation by CPI.	(1) Progress of implementation of PEPiP action agenda (2) Number of guidance/advice provided for PEPiP implementation	(1) PEPiP progress report, interview with CPI and relevant organizations (2) Project report			

Activities	Inputs		Important Assumption
	The Japanese Side	The Mozambican Side	
<p>1-1 The current situation of CPI's investment promotion activities is analyzed (in terms of classification of investment promotion activities, division of responsibility among sections/staff, annual planning/monitoring of activities, concrete workflow of conducting respective activity items, etc.).</p> <p>1-2 Based on the results of the analysis, problems of the current investment promotion activities are identified, and course of action is worked out for improving the activities to achieve higher investor orientedness.</p> <p>1-3 Concrete actions for improving investment promotion activities are taken through daily operation and by referring to other countries' good practices. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Information provision for interested investors (including management of client information) - Development/improvement of investment promotion materials (such as sector profile and investment guide) - Organization of promotional events (such as missions and seminars) - Selection of priority target market and proactive promotional activities for such market <p>1-4 CPI's way of conducting promotion activities in a investor-oriented manner is established (through preparation of manuals etc.).</p> <p>2-1 The current situation of CPI's operations related to investment approval, business licensing support and investment monitoring is analyzed (in terms of concrete workflow of each operation, division of responsibility among the staff of Project Management Service, coordination with other organizations, etc.)</p> <p>2-2 Based on the results of the analysis, problems of the operations related to investment approval, business licensing support and investment monitoring are identified, and course of action is worked out for improving the operations to achieve higher investor orientedness.</p> <p>2-3 Concrete actions for improving the operations are taken referring to other countries' good practice. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects - Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses) - Investment monitoring: Effective communication with approved investment projects, information management of realized investment <p>2-4 CPI's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established (through preparation of manuals, SOP, etc.).</p> <p>3-1 Relevant knowledge concerning PEPiP implementation is acquired.</p> <p>3-2 Appropriate measures are taken for advancing PEPiP</p>	<p>1. Japanese Experts (1) Investment Promotion (2) Investment Approval / Investment Facilitation (3) Organizational Management (4) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel (1) Project Director (2) Project Manager (3) Counterpart staff</p> <p>2. Suitable office space with necessary equipment (printer, copying machine, etc.)</p> <p>3. Equipment and any other materials necessary for the implementation of the Project</p> <p>4. Running expenses necessary for the implementation of the Project</p>	<p>Counterpart staff will not leave CPI.</p>
			Pre-Conditions
			 <Issues and countermeasures>

Project Design Matrix

Project Title: Project for Enhancing Capacity of Investment Promotion and Facilitation

Implementing Agency: Agency for Promotion of Investment and Export (APIEX)

Target Group: Staff of APIEX (direct beneficiaries), Staff of organizations related to investment promotion, Investors (indirect beneficiaries)

Period of Project: March, 2016 ~ March, 2020

Project Site: Mainly in Maputo City

Model Site: (none)

Version 1 (Draft)

Dated 11 May, 2018

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
Overall Goal					
National and foreign direct investment is increased.	(1) Number and amount of national and foreign direct investment approved by APIEX. (2) Number and amount of realized national and foreign direct investment approved by APIEX.	(1) APIEX's report (2) APIEX's report	There will be no socio-economic incident which has substantial negative changes on direct investment in Mozambique.		
Project Purpose					
APIEX's capacity for investment promotion and facilitation is enhanced.	(1) Investors' satisfaction with investment promotion/facilitation services provided by APIEX (2) Period required for obtaining investment approval and relevant business licenses	(1) Interview to national and foreign companies. (2) Interview to APIEX and relevant organizations	There will be no substantial changes in investment policy of the Mozambican government.		
Outputs					
1 APIEX's investment promotion activities are improved.	(1) Number of revisions of investment promotion tools and investor's satisfaction to each revised edition (2) Number of investment promotional events held by APIEX and participants' satisfaction to each event (3) Manuals for investment promotion activities	(1) APIEX's report, questionnaires (2) APIEX's report, questionnaires (3) Government documents	Authority and organization of APIEX will not be substantially changed.		
2 Operations for investment approval, business licensing support and investment monitoring become smooth and effective.	(1) List of persons/departments responsible for business licensing in relevant organizations (2) List of business licenses and issuing organizations (3) Number of reports to the cabinet regarding investment realization (4) Manuals and Standard of Procedures (SOP) for investment approval, business licensing support and investment monitoring	(1) Project report (2) Project report (3) APIEX's report (4) Government documents			
3 PEPiP implementation is advanced through facilitation by APIEX.	(1) Progress of implementation of PEPiP action agenda (2) Number of guidance/advice provided for PEPiP implementation	(1) PEPiP progress report, interview with APIEX and relevant organizations (2) Project report			

Activities	Inputs		Important Assumption
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<p>2-1 The current situation of APIEX's operations related to investment approval, business licensing support and investment monitoring is analyzed (in terms of concrete workflow of each operation, division of responsibility among the staff of Project Management Service, coordination with other organizations, etc.)</p> <p>2-2 Based on the results of the analysis, problems of the operations related to investment approval, business licensing support and investment monitoring are identified, and course of action is worked out for improving the operations to achieve higher investor orientedness.</p> <p>2-3 Concrete actions for improving the operations are taken referring to other countries' good practice. Possible areas of actions include:</p> <ul style="list-style-type: none"> - Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects - Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses) - Investment monitoring: Effective communication with approved investment projects, information management of realized investment <p>2-4 APIEX's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established (through preparation of manuals, SOP, etc.).</p>			
<p>3-1 Relevant knowledge concerning PEPiP implementation is acquired.</p> <p>3-2 Appropriate measures are taken for advancing PEPiP implementation making use of the knowledge acquired.</p> <p>3-3 Appropriate support and monitoring activities, in line with investment promotion strategy for PEPiP member institutions are identified.</p> <p>3-4 The activity 3-3 are taken in cooperation with those institutions.</p>			<p style="text-align: center;">Pre-Conditions</p> <p style="text-align: center;">↓</p> <p style="text-align: center;"><Issues and countermeasures></p>