

**The Republic of Mozambique**

**Agency for Promotion of Investment and Exports**

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

**Project Completion Report**

**February 2020**

**Japan International Cooperation Agency (JICA)**

**Koei Research & Consulting Inc.**

Exchange Rate (February 2020)  
1 MZN = 1.723 Japanese Yen

## Photo Gallery of Project Activities



2nd JCC Meeting (March 2017)



5<sup>th</sup> JCC Meeting (February 2020)



PEPIP RT Meeting (November 2016)



PEPIP RT Meeting (November 2019)



1<sup>st</sup> Training in Japan (February 2017)



1<sup>st</sup> Training in Japan (February 2017)



2<sup>nd</sup> Training in Japan (January-February 2018)



Training in Japan (January 2020)

3<sup>rd</sup>



Study Tour to Third Country (Vietnam; October 2017)



Study Tour to Third Country (Vietnam; October 2017)



Study Tour to Third Country (Malaysia; February 2019)



Study Tour to Third Country (Malaysia; February 2019)



Study in Neighbor Country (Rwanda; May 2017)



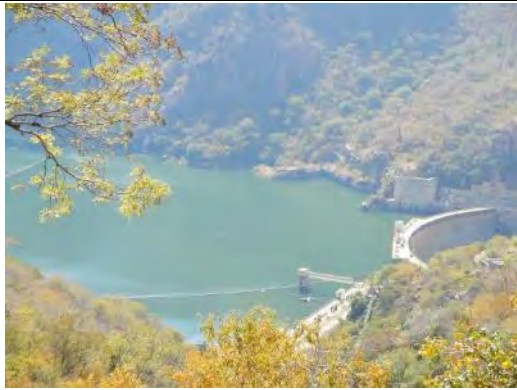
Study in Neighbor Country (Tanzania; May 2017)



Study in Nampula Province (December 2016)



Study in Cabo Delgado Province (June 2017)



Study in Tete Province (May 2018)



Study in Tete Province (May 2018)



IT Training (PPT; September 2017)



IT Training (Access; September 2019)



Monitoring Pilot Activities (Maputo; November 2017)



Monitoring Pilot Activities (Nampula; September 2019)



Mozambique Business Forum in Tokyo (February 2018)



Seminar in Johannesburg (February 2020)

## **Abbreviations**

AdZ	Zambeze Valley Development Agency
APIEX	Agency for Investment and Export Promotion
AT	Mozambique Revenue Authority
BAU	One stop shop
C/P	Counterpart
CPI	Investment Promotion Centre
CRM	Customer Relationship Management
CTA	Confederation of Economic Associations
DASP	Directorate of Private Sector Support
DECPE	Division of Studies, Cooperation and Special Projects
DfID	Department for International Development
DGFPI	Division of Investment Project Management and Facilitation
DHR	Department of Human Resources
DPIE	Division of Investment and Export Promotion
DTIC	Department of IT and Communication
DUAT	Land Use Right
ECERDC	East Coast Economic Region Development Council
FACIM	Mozambique Fair of Agriculture-Livestock Raising, Commerce and Industry
FDA	Agrarian Development Fund
FDI	Foreign Direct Investment
GAZEDA	Office for the Accelerated Economic Development Zones
GDP	Gross Domestic Product
HRD	Human Resources Development
IFPELAC	National Institution of Employment, Professional Training, and Labor Studies
IFZ	Industrial Free Zone
IMF	International Monetary Fund
IPA	Investment Promotion Agency
IPEME	Institute for Promotion of Small and Medium Enterprises
IPEX	Institute of Export Promotion
IT	Information Technology
JCC	Joint Coordination Committee
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
LNG	Liquefied natural gas
MATRADE	Malaysia External Trade Development Corporation
MEF	Ministry of Economic and Finance
MIC	Ministry of Industry and Commerce
MIDA	Malaysia Investment Development Agency
MITADER	The Ministry of Land, Environment and Rural Development
MPRC	Malaysia Petroleum Resources Corporation

NCCIM	National Chamber of Commerce and Industry of Malaysia
PCR	Project Completion Report
PDM	Project Design Matrix
PEPIC	Strategic Plan for Promotion of Investment and Export
PEPIP	Strategic Plan for Promotion of Private Investment
PIGA	Partnership for Investment and Growth in Africa
PKNP	Pahang State Development Corporation
PMS	Project Monitoring Sheet
PO	Plan of Operation
PPR	Project Progress Report
PR	Public Relations
PROMOCEN	Export Promotion Center
R/D	Record of Discussion
RDB	Rwanda Development Board
SDAE	District Services for Economic Activities
SEZ	Special Economic Zone
SOP	Standard Operating Procedure
TA	Terms of Authorization
TIC	Tanzania Investment Center
TICAD	Tokyo International Conference on African Development
TOR	Terms of Reference
UNIDO	United Nations Industrial Development Organization

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

## **Project Completion Report**

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## **I. Outline of the Project**

### **1. Name of Country**

The Republic of Mozambique

### **2. Name of Project**

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

### **3. Project Period**

The project period is 4 years and 1 month, running from March 2016 to March 2020. (It was shortened from the original project period by 1 month.)

### **4. Background of Project**

Mozambique is endowed with rich natural resources such as coal, natural gas as well as agricultural, forestry and fishery resources, and its geographical location offers gateway ports to the neighboring landlocked countries for their access to Indian Ocean through several economic corridors. The country is adjacent to South Africa, a leading economy in sub-Saharan Africa. Mozambique is considered to have high potential to attract investment and to achieve economic development.

In order to promote foreign as well as domestic investment, the Government of Mozambique enacted Investment Law in 1993, and established Investment Promotion Centre (CPI), targeting in particular to promote foreign investment. As the result of these efforts initiated by the government, and also supported by the rise in worldwide commodity prices, large-scale investment projects for resources development have been expanded from the latter half of the 1990s to the early 2000s. Following this trend of investment flow, non-resources investment also steadily increased, and the total investment approvals recorded a peak in 2013/2014. In addition, the country's gross domestic product (GDP) also achieved a high growth rate of more than 7% between 2011 and 2015.

The GDP growth rate started to decline in 2015, as well as investment activities, mainly due to the impact of the fall in the world resources prices. Mozambique's economy became exacerbated by the undisclosed debt problem surfaced in 2016. Under the severe economic conditions, there were some signs of economic recovery in 2017: for example, investment decision on off-shore natural gas development, increase in coal shipments through the Nacala Corridor, and aluminum manufacturer utilizing low cost power supply. 2018 saw an initial investment decision for the Rovuma liquefied natural gas (LNG) project in the northern province of Cabo Delgado. In 2019, there was massive damages to agriculture crops caused by two cyclones, which is expected to slow down GDP growth; however, an increase in investment activity is observed to indicate positive outlook for 2020.

The Government of Mozambique formulated National Strategy for Investment Promotion, namely PEPiP, in 2014, involving 14 relevant government institutions with CPI as the main promotor. PEPiP initiated in improvement of business environment and the investment promotion activities with wide government agencies' participation. In 2017, by merging three institutions CPI, Office for the

Accelerated Economic Development Zones (GAZEDA) and Institute of Export Promotion (IPEX), Agency for Promotion of Investment and Exports (APIEX) was created as a new agency to jumpstart investment and export.

The Project, started in March 2016, was designed to provide technical assistance to CPI (now APIEX) as the counterpart (C/P), with the aim of strengthening the capacity to further expand investment promotion and facilitation, under the support of Japan International Cooperation Agency (JICA). The project is purposed to strengthen capacity of the investment promotion agency (APIEX), and to promote investment, composed the following three components: 1) investment promotion, 2) investment facilitation, and 3) investment promotion strategy.

## **5. Overall Goal, Project Purpose and Expected Outputs**

In response to the circumstances described above, the overall goal and project purpose of the Project are set as follows.

**[Overall Goal] National and foreign direct investment is increased.**

While the primary target is foreign investment, it also covers promotion of investment by domestic capital which can be joint venture with related foreign capital.

**[Project Purpose] APIEX's capacity for investment promotion and facilitation is enhanced.**

Investment promotion means the APIEX's activities for attracting mainly focus on foreign investment and approving investment projects within its jurisdiction. On the other hand, investment facilitation means facilitation of procedures required by foreign companies such as business licenses and approvals by other ministries and local governments.

**[Project Outputs]**

Three Outputs of the Project are set as follows.

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

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

**Output 3: PEPiP implementation is advanced through facilitation by APIEX.**

## **6. Implementing Agency**

Agency for Promotion of Investment and Exports (APIEX)<sup>1</sup>

## **7. Overview of the Project Activities**

The overview of the project activities are illustrated in Figure 1. The project activities are sorted according to the three Project Outputs presented above as well as two additional realms: namely, cross-cutting and organizational management.

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<sup>1</sup> Due to merger of CPI, GAZEDA and IPEX, the implementing agency has been changed from CPI to APIEX, which has been approved on the occasion of JCC held in May 2018.

	2016												2017												2018												2019												2020																																			
	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3																																															
Cross-cutting																																																																																				
JCC	● JCC No. 1												● JCC No. 2												● JCC No. 3												● JCC No. 4												● JCC No. 5																																			
Reports	● Work Plan																								● Progress Report (Mid-term)																								● Completion Report																																			
Project Monitoring Sheet	● PMS ver. 2												● PMS ver. 3												● PMS ver. 4												● PMS ver. 5												● PMS ver. 6												● PMS ver. 7												● PMS ver. 8											
Baseline Survey	●	●	●	●	●	●	● Survey Report (presented at 6th PEPiP RT Meeting)																																																																													
Action Plan													● Action Plan Ver. 1 (presented at JCC No. 2)												● Action Plan Ver. 2												● Action Plan Ver. 3																																															
Training in Japan													● 1st												● 2nd																								● 3rd																																			
Study Tour to Third Country													● 1st (Vietnam)																								● 2nd (Malaysia)																																															
Study in Neighbor Country													● Tanzania and Rwanda																																																																							
Visit to Provinces	● Visit to Nampula												● Visit to Cabo Delgado												● Visit to Tete																																																											
Organizational Management																									● Manual Ver. 1												● Internal Training (Apr. 2019)																																															
Planning and Budgeting																																																																																				
Information technology													● Survey on IT infr.												● Start effective use of existing IT equipment												● Network Usage Rules (draft)																																															
IT training	● Excel training												● Powerpoint training																								● Access training																																															
													● Information security training (												● Excel training (internal)												● Data backup training (internal)																																															
																									● Excel training (internal)																																																											
Output 1																																																																																				
Promotion Materials	● Laws and Regulations related to FDI, 1st Edition												● Report on the Hiring of Foreigners in Mozambique												● Mozambique Investment Procedure Guide																																																											
													● Laws and Regulations related to FDI, 2nd Edition												● Mozambique Business Licensing Guide																																																											
													● Facts about Mozambique, 2nd Edition												● Laws and Regulations related to FDI (3rd)																																																											
	● Project Leaflet, 1st Edition												● Project Leaflet, 2nd Edition												● Facts about Mozambique, 3rd Edition																																																											
SOP for Promotion Events	● SOP for Conducting Promotion Events																																																																																			
Investment Promotion Strategy																									● Final Version																																																											
Website	● Launch a new CPI website												● Obtain a government domain												● Launch a new APIEX website																																																											
Output 2																																																																																				
SOP for Investment Approval	● Revision of application form												● 1st Draft												● 2nd Draft												● 3rd Draft												● Final version																																			
Business License Guide													● 1st Draft												● 2nd Draft												● 3rd Draft																																															
Monitoring Database	● Maputo												● Inhambane												● Nampula												● Final version																																															
Investment Monitoring with SDAE	● Survey												● Maputo												● Inhambane												● Nampula												● Final version																																			
SOP for Investment Monitoring													● Meetings with ministries												● Meetings with ministries												● Sector Focal Point												● Seminar																																			
Information management	● Define unique code for each project												● Archive c												● Start to use a new excel form												● Prototype Database System																																															
Output 3																																																																																				
Monitoring of PEPiP (2014-2016)	●	●	●	●	●	●	●	●	●	●	●	● Compilation of PEPiP (2014-2016) Progress																																																																								
Organize Roundtable Meetings	● RT Meeting (1)																								● RT Meeting (2)												● RT Meeting (3)																																															
Prepare Next PEPiP (2017-2019)	●	●	● Presentation of Draft																																																																																	
Prepare PEPiC (2020-2030)																									(comments)												● 2nd Draft												● Draft Final																																			
Support and Monitoring													● (AdZ)												● (AT)												● (INP, FDA, IPEME)																																															

Source: JICA Project Team

### Figure 1: Overview of Project Activities

## II. Results of the Project

### 1. Results of the Project

#### 1-1 Input by the Japanese side (Planned and Actual)

##### (1) Total Amount of Japanese Contribution

JPY 316 million, estimated as of February 2020 (equivalent to MZN 183 million)

##### (2) Expert Mobilization

The table below shows the cumulative records of expert mobilization for the Project from March 2016 until February 2020. A total of 72.56 man-months (MM) was expended during the project period, of which 62.96 MMs were devoted in Mozambique and other African countries (Field).

**Table 1: Expert Mobilization**

Name	Position	Number of Trips	MM	
			Field	Japan
Hidekazu Tanaka	Team Leader / Investment Promotion	16	12.43	1.10
Munetoshi Ishida	Deputy Team Leader / Organizational Management	20	16.30	0.20
Hikaru Oguchi	Investment Approval / Investment Facilitation (Legal Aspect)	6	1.47	4.15
David Robbetze	Investment Approval / Investment Facilitation (Business Environment)	25	5.83	0.45
Ryota Sai	Investment Approval / Investment Facilitation (Procedure)	19	14.00	2.35
Yukiyo Yamada	Information Management	14	11.70	0.50
Tomoya Watanabe	Investment Approval / Investment Facilitation (Procedure)	2	1.23	0.85
Total		102	62.96	9.60

Source: JICA Project Team

##### (3) Equipment

The following equipment was procured during the course of project implementation and handed over to APIEX upon project completion.

**Table 2: List of Equipment**

Name of Equipment	Quantity	Transferee Organization
Projector	1	APIEX
External hard disk	1	APIEX

Source: JICA Project Team

#### **(4) Training in Japan**

Training in Japan was held three times: in February 2017, February 2018 and January 2020. A total of 15 officials from APIEX (former CPI/GAZEDA) and other PEPiP institutions took part in these training programs. Table 3 provides a list of participants.

The training aimed to deepen their understanding of foreign direct investment (FDI) decision-making factors, facilitation for investing companies, and investment promotion activities. Participants visited Japanese public organizations and local authorities which undertake promotion of inbound investment. In addition, the training included meetings with private sector, site visits to steel mill, petrochemical complex, environment institutions, industrial estates, with a view to equipping the participants with knowledge of industrial development and investment. (additional details are explained in “Activities”)

**Table 3: List of Participants of Training in Japan**

Period	Name of Participant	Organization
February 13, 2017 - February 24, 2017	Chaibo Selemene	CPI
	Júlio António	CPI
	Carla Manguana	CPI
	Suzana Cossa	CPI
	Emílio Almoço	GAZEDA
January 29, 2018 - February 10, 2018	Victória Daniel Paulo	APIEX
	José Joaquim Gonçalves Ferreira	APIEX
	Nelza M. David	APIEX
	Adelino Pedro Jose Dabata	APIEX
	Jeremias Daniel Siteo	APIEX
January 20, 2020 - January 31, 2020	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

Source: JICA Project Team

#### **(5) Study Tour to Third Country**

Study Tour to Third Country was conducted twice: the first tour was in October 2017 (Vietnam) and the second in February-March 2018 (Malaysia). A total of 10 officials from APIEX and the Ministry of Industry and Commerce (MIC) participated in these training programs. Table 4 provides a list of participants. The Participants learnt investment promotion policies and related measures in those countries and identified good practices applicable to Mozambique.

**Table 4: List of Participants of Study Tour to Third Country**

Country	Period	Participant	Organization
Vietnam	October 2 - 13, 2017	Gil Bires	APIEX
		Dinis Lissave	APIEX
		Belarmina Capitine	APIEX
		Emílio Momade Ussene	APIEX
		Edso Filipe Nembo	MIC
Malaysia	February 26 - March 8, 2018	Nicolau Sululo	MIC
		Braimo Assane	APIEX
		Octávio Francisco Zefanias	APIEX
		Sérgio Ernesto	APIEX
		Nelza Mbanze	APIEX

Source: JICA Project Team

## **1-2 Input by the Mozambican side (Planned and Actual)**

### **(1) Assignment of Mozambican Counterpart**

The Project Director was assumed by APIEX Director General (DG) and the Project Manager was APIEX Deputy Director General (DDG). Shortly after the start of the Project, nine C/P staff members<sup>2</sup> were appointed to work with JICA Project Team (JPT). Of the 11 C/P team (including PM), 8 members are still working for APIEX as of Project completion.

### **(2) Facilities**

From March 2016 up to April 2018, APIEX provided JPT with office space with 4 desks at the second floor of former CPI head office for sole use of JPT and occasional use of meeting room as additional working space for meeting with counterparts and guests when necessary. In May 2018, JPT was provided with new office space at 2<sup>nd</sup> floor of former GAZEDA head office as most of the Project's C/P was shifted there from former CPI head office. The office provided was 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.

### **(3) Project Operation Cost**

The cost associated with the use of electricity, water and internet were born by APIEX.

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<sup>2</sup> Lucia Mendes (Head of DG's Office), Chaibo Selemene (Director of Administration and Human Resources), Belarmina Capitine (Director of Business Development Division), Emilio Ussene (Director of Project Management Division), Nuno Maposse (Coordinator of Information and Marketing Division), Nirza O da Silva (Legal Issues Advisor), Samuel Forquilha (Legal Issues Advisor), Sattie Mwando (Project Analyst of Project Management Division), Jose Joao (IT officer)

## 1-3 Activities

### 1-3-1 Activities for Cross-cutting Activities

#### (1) Joint Coordination Committee

Joint Coordination Committee (JCC) meetings were held 5 times. The 1<sup>st</sup> JCC meeting was held on March 18, 2016, shortly after the start of the Project. The project's Work Plan was presented and discussed in the first meeting. Since then, JCC meeting was held every year in which the progress/achievements of project activities were reported by the Project Team and results of overseas training/study tour were presented by their participants. During the third JCC meeting, which was held on the May 18, 2018, minutes of meeting were signed between APIEX and JICA cementing the revision of the Record of Discussions (R/D), originally signed on November 25, 2015. The original R/D and the revised R/D is attached in Annex 1.

The following table outlines the five JCC meetings held for this Project. The proceedings of the meetings are attached in Annex 2.

**Table 5: Outline of JCC**

Name	Date	Agenda	Participants
1 <sup>st</sup> JCC	March 18, 2016	<ul style="list-style-type: none"> <li>- Presentation of project outline and activities</li> <li>- Introduction of JPT</li> <li>- Presentation on investment data by APIEX</li> </ul>	APIEX, 10 PEPIC Institutions, Embassy of Japan, JICA (HQ and Mozambique Office)
2 <sup>nd</sup> JCC	March 29, 2017	<ul style="list-style-type: none"> <li>- Presentation of major activities of project during the 1<sup>st</sup> year, planned activities for the 2<sup>nd</sup> year, and next PEPIC draft by JPT</li> <li>- Presentation of results of 1<sup>st</sup> Training in Japan by APIEX participant</li> <li>- Presentation of overview of new organization by APIEX DG</li> </ul>	APIEX, 10 PEPIC Institutions, Embassy of Japan, JICA Mozambique Office
3 <sup>rd</sup> JCC	May 11, 2018	<ul style="list-style-type: none"> <li>- Presentation of major activities of project during the 2<sup>nd</sup> year and planned activities for the 3<sup>rd</sup> year by JPT</li> <li>- Presentation of results of 2<sup>nd</sup> Training in Japan by APIEX participant</li> <li>- Signing of minutes of meeting for the revision of the Record of Discussion</li> </ul>	APIEX, 21 PEPIC institutions, Embassy of Japan, JICA Mozambique Office, JETRO
4 <sup>th</sup> JCC	May 24, 2019	<ul style="list-style-type: none"> <li>- Presentation of major activities of project during the 3<sup>rd</sup> year and planned activities for the 4<sup>th</sup> year by JPT</li> <li>- Presentation of latest draft of PEPIC by APIEX PEPIC Team</li> </ul>	APIEX, 21 PEPIC institutions, Embassy of Japan, JICA Mozambique Office, JETRO

5 <sup>th</sup> JCC	February 14, 2020	<ul style="list-style-type: none"> <li>- Presentation of project achievements and recommendation by JPT</li> <li>- Presentation of final draft of PEPIC by APIEX</li> <li>- Presentation of results of 3<sup>rd</sup> Training in Japan by APIEX participant</li> <li>- JICA message for ensuring sustainability of project effects</li> </ul>	APIEX, 18 PEPIC institutions, Embassy of Japan, JICA Mozambique Office, JETRO
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Source: JICA Project Team

## **(2) Training in Japan and Study Tour to Third Country**

Training in Japan and Study Tour to Third Country were carried out three times and two times, respectively in the Project. Brief descriptions of each training/study tour programs are presented below.

### **1<sup>st</sup> Training in Japan (February 12 to 25, 2017)**

The 1<sup>st</sup> Training in Japan was conducted from February 12 to 25, 2017 with the participation of 5 officials (4 from former CPI and 1 from former GAZEDA). The training covered visits to investment promotion organizations in Japan, a local government and companies investing in Mozambique. It also included site visits to petrochemical complex, exhibition and factories. At JETRO and UNIDO the mission team from Mozambique learned how they promote and facilitation inward investment. The team also visited Mie Prefectural Government which is very proactive in attracting investment. The participants visited A-One and Nippon Steel & Sumitomo Metals, companies already operating in Mozambique, to learn what had been the decisive factors for investing in Mozambique and what are the challenges in doing business in Mozambique.

### **2<sup>nd</sup> Training in Japan (January 29 to February 10, 2018)**

The 2<sup>nd</sup> Training in Japan was held in January - February of 2018. A total of 5 officials (2 from former CPI and 3 from former GAZEDA) participated in the event. The participants visited JETRO, UNIDO-ITPO, Aichi Prefectural Government, and JETRO Nagoya Office to learn how investment promotion activities can be carried out effectively and how they provide support to investors. The lecture by a Chiba University professor was also helpful in deepening theoretical knowledge about FDI. During the lecture the five mission members participated in the debate of what needs to be done to make Mozambique a more attractive investment destination and what kind of investment the country needs to prioritize in the future. They also visited Sumitomo Corporation, Mitsubishi Corporation and Nippon Steel & Sumitomo Metals to enhance their knowledge about determining factors of investment decision-making.

### **3<sup>rd</sup> Training in Japan (January 21 to February 2, 2020)**

The 3<sup>rd</sup> Training in Japan was held for two weeks of late January 2020, with the participation of 5 officials (3 from APIEX, 2 from IPEME and AdZ). The training was designed to present the programs which were highly evaluated by the past participants. It began with lectures provided by a university

professor and a JICA expert, which helped participants understand theoretically about FDI and roles of IPA. The lectures were followed to practical sessions where participants learned about investment promotion activities from Japanese local authorities. Since this group is the final batch of Training in Japan, participants have discussed at many occasions about how to share gained knowledge with their colleagues and make the best use of their learning in Mozambique.

### **1<sup>st</sup> Study Tour to Third Country (in Vietnam from October 1 to 14, 2017)**

Study Tour to Third Country in 2017 was conducted in Vietnam from October 1 to 14, 2017. The five participants, headed by former GAZEDA DDG, visited Hanoi City, Quang Ngai Province, Ho Chi Minh City, and Ba-Ria Vung-Tau Province. Among the institutions visited were investment and export promotion agencies both at national and local levels, namely Ministry of Planning and Investment - Foreign Investment Agency, Export Promotion Center (PROMOCEN) and Department of Planning and Investment of Ho Chi Minh City, and Investment Promotion Center for South Vietnam. Vietnam is known for its success in attracting investment through the development of special economic zones and industrial zones. For this reason, the mission team visited Thang Long Industrial Park, Saigon Hi-Tech Park and Phu My 1 Industrial Park to acquire knowledge of how SEZs and IFZs can be effectively developed and managed. As it will not be too long before natural gas exploitation projects and LNG project in Cabo Delgado Province will start their operation, the visit to Binh Son Oil Refinery and Petrochemical Complex was also included in the two-week tour with a view to observing how downstream industries of natural resources are promoted.

### **2<sup>nd</sup> Study Tour to Third Country (in Malaysia from February 27 to March 1, 2019)**

The 2<sup>nd</sup> Study Tour to Third Country was held in Malaysia in February 2019. The organizations visited during the tour included Malaysia Investment Development Agency (MIDA), Malaysia Petroleum Resources Corporation (MPRC), Malaysia External Trade Development Corporation (MATRADE), and National Chamber of Commerce and Industry of Malaysia (NCCIM). The tour also went on a visit to Pahang State where the participants made a call at East Coast Economic Region Development Council (ECERDC), Pahang State Development Corporation (PKNP) and Kuantan Industrial Park. From MIDA the participants were able to learn strategic planning, investment incentives, promotion activities, monitoring and aftercare services. In Pahang State, the participants got inspiration from good practices relating to how investment is promoted in rural areas and how companies are attracted to invest in industrial park.

### **(3) Study in Neighboring Countries and Local Areas in Mozambique**

JPT also investigated good practices of promoting and facilitating investment in neighboring countries as well as the investment environment in major investment areas within Mozambique.

#### **Study in Neighboring Countries**

The Study in Neighboring Countries was carried out in Tanzania and Rwanda from May 12 to 27, 2017. Two APIEX officials participated in the study (one from former CPI and the other from former GAZEDA). Through visits to the two IPAs, the study team identified good practices regarding

investment promotion and facilitation services offered to foreign investors. Particularly, from Rwanda Development Board the study team found a good practice of assigning an official to each project, which ensures that the same official deals with all processes after approval of project, from monitoring to provision of aftercare services. The results of the study were shared with 20 officials of APIEX through presentations made by JPT and an APIEX participant on June 21, 2017.

### **Study in Provinces of Nampula, Cabo Delgado and Tete**

JPT visited different regions within Mozambique to investigate the business environments and trends of investment. JPT first traveled to Nampula Province from December 4 to 6, 2016. The team visited APIEX (CPI) Nampula, Matanuska Plantation, APIEX (GAZEDA)-Nacala, Nacala Municipality, Nacala Port, Nacala-a-Velha District and Nacala Coal Terminal. Nacala is the gateway for Nacala Economic Corridor. Currently the coal extracted from coal mines in Tete Province is transported by railway to the Nacala Coal Terminal.

JPT also visited the Province of Cabo Delgado from June 18 to 21, 2017. Among the places visited were APIEX Provincial Delegation, Provincial Government and Pemba Port. JPT also had brief meetings, among others, the Governor of Cabo Delgado with Provincial Delegate of Tax Revenues Authority (AT), Business Association of Cabo Delgado, Provincial Office of the National Petroleum Institute (INP), and Agro-Negocio para o Desenvolvimento de Mozambique, Lda. (ADM, locally incorporated company of Nippon Biodiesel Fuel).

In May 2018, JPT visited Tete Province to collect information about investment activity at provincial level as well as development strategy and investment potential of Zambeze Valley Region. JPT visited and observed Cahora Bassa Hydropower Station and Moatize Coal Mining site, as typical large-scale investment projects in Tete Province. The members visited AdZ, APIEX Tete Provincial Delegation, Provincial Directorate of Industry and Commerce, and made a courtesy call to the Governor of Tete Province. The members also visited ICVL (coal mining company), Confederation of Economic Associations (CTA) of Tete Province and Polytechnic Institute of Tete.

### **(4) Public Relations**

JPT prepared a project leaflet which presents a brief summary and introduction of the Project. This leaflet was handed out to government institutions and donor agencies JPT met. It was also distributed widely at events like trade fairs, investment seminars, business forums, and conferences. The project leaflet was revised in August 2018 when APIEX was officially launched. Later the revised edition was used in several events such as FACIM 2017, the side event of Tokyo International Conference on African Development (TICAD) VI, follow-up Ministerial Meeting (Dialogue with Private Sector of Africa and Japan) in August 2017 and Mozambique-South Africa Business Forum in February 2018.

Major project activities are also showcased in *Project News* of JICA website<sup>3</sup> where the outline of 4<sup>th</sup> JCC meeting held on May 24, 2019 is presented. From the *Document Collection* of JICA website, the

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<sup>3</sup> <https://www.jica.go.jp/project/mozambique/010/index.html>

materials (e.g. *Laws and Regulation related to FDI in Mozambique*) the Project developed can be downloaded.

## **(5) Preparation of Reports**

During the Project period, JPT submitted Project Monitoring Sheet (PMS) every 6 months (at the end of March and at the end of September) and shared the progress of the project with APIEX and JICA. It mainly covers the major achievements of the last 6 months and planned activities for the next 6 months. PMS Ver. 1 was attached to Work Plan submitted in March 2016. The outline of each PMS is summarized as follows. The latest PMS (Ver. 8) is attached in Annex 3.

**Table 6: Outline of Project Monitoring Sheets**

Name	Submitted Date	Remarks
PMS Ver. 1	March 2016	PDM Ver. 1 was attached to Work Plan
PMS Ver. 3	March 2017	Description of achievements from October 2016 to March 2017 and planned activities for next 6 months
PMS Ver. 4	September 2017	Description of achievements from April 2017 to September 2017 and planned activities for next 6 months
PMS Ver. 5	March 2018	Description of achievements from October 2017 to March 2018 and planned activities for next 6 months
PMS Ver. 6	September 2018	Description of achievements from April 2018 to September 2018 and planned activities for next 6 months
PMS Ver. 7	February 2019	Description of achievements from October 2018 to February 2019 and planned activities for next 6 months
PMS Ver. 8	September 2019	Description of achievements from March 2019 to September 2019 and planned activities for next 6 months

Source: JICA Project Team

## **(6) Baseline Survey and Action Plan**

At the initial stage of the Project, JPT conducted Baseline Survey, which was an extensive investigation of current situation of APIEX (CPI) organization and service provision. The survey was conducted from March to August 2016 in collaboration with APIEX (CPI) C/P members. The findings were summarized in *Baseline Survey Report*. The report compiled analysis of current situation, challenges and recommendations in the following four thematic categories: i) Organizational Structure and Management, ii) Investment Promotion, iii) Investment Approval and Facilitation, and iv) Implementation of PEPiP.

After the completion of Baseline Survey, JPT immediately set out to formulate Action Plan. In line with the four thematic categories applied in Baseline Survey Report, concrete activities with specific timeline leading to improvement of APIEX services were proposed in the plan. Those concrete activities (hereinafter called “actions”) were sorted out and bundled into activity groups (hereinafter called “subjects”). Action Plan was modified for two times during the course of the Project

implementation and as the results, the 43 subjects and 123 actions were extracted in the Action Plan. The complete list of all subjects in Action Plan is as shown below. Action Plan Version 3 is attached in Annex 4.

- i) Organizational Structure and Management: 15 subjects, 37 actions
- ii) Investment Promotion: 7 subjects, 23 actions
- iii) Investment Approval and Facilitation: 17 subjects, 51 actions
- iv) Implementation of PEPiP: 4 subjects, 12 actions

**Table 7: List of Subjects in Action Plan**

<u>Category</u>	<u>Subject Group</u>	<u>Subject</u> (43)	<u>Action</u> (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
		AP1344 Enhance the capacity of IT section	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
Investment Approval and Facilitation (Output 2)	Investment Approval	AP232 Use government domain	3
		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	
	Investment Facilitation	AP315 Produce SOP of investment approval	3
		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
	Aftercare	AP334 Improve the management of collected monitoring information	4
		AP341 Identify investors in need for aftercare	3
		AP342 <b>Contact investors and provide aftercare services within APIEX's scope</b>	4
PEPiP (Output 3)		AP343 Elaborate issues induced from aftercare beyond APIEX capacity	2
		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

Source: JICA Project Team

### 1-3-2 Achievements of Output 1 Activities

Activities of Output 1 aim to strengthen APIEX capacity in conducting promotion events (e.g. investment promotion seminars), producing promotion materials and managing website. In this light, JPT helped develop a standard operating procedure (SOP) regarding investment promotion events (*SOP for Conducting Investment Promotion Events*) with a view to assist APIEX in conducting effective events. This SOP, laying out steps and operation details for preparation and conduct of events, was developed in collaboration with APIEX staff in charge of marketing. A list of SOPs and manuals prepared by JPT during the implementation of this Project is attached in Annex 5.

JPT also rendered assistance to APIEX in the preparation of promotion events in terms of advice on presentation materials and provision of distribution materials.

One of the notable achievements of the Project should be the production of promotion materials and handbooks such as *Laws and Regulations of FDI in Mozambique*, *Mozambique Investment Procedure Guide & Business Licensing Guide*, *Facts about Mozambique*, *Hiring of Foreign Nationals*, and *Foreign Exchange Law and Regulation*. A list of promotion materials and handbooks developed within the Project is attached in Annex 6.

As for the website, a renewed CPI website<sup>4</sup>, which reflected JPT's advice, was launched in November 2016. Later, APIEX website was launched in August 2019, with the support of an international donor. JPT's advice is reflected in its contents.

**Table 8: Achievements of Output 1 Activities**

Subject number/Subject	Status	Achievement/Progress
[AP211] Develop and update investment promotion strategy	Completed	<ul style="list-style-type: none"> <li>JPT and APIEX staff in charge of marketing held a meeting on November 17, 2019 to discuss the structure and contents of APIEX Investment Promotion Strategy 2020-2022.</li> <li>A reference framework of APIEX Investment Promotion Strategy was presented by JPT in January 2020.</li> </ul>
[AP212] Conduct Effective Operation of Promotion Events	Completed	<ul style="list-style-type: none"> <li>JPT in collaboration with APIEX staff in charge of marketing started drafting of <i>SOP for Conducting Investment Promotion Events</i> in December 2018. The SOP was finalized in July 2019.</li> <li>JPT provided APIEX with advice on how to prepare presentation materials and supported the printing of distribution materials for the events such as Mozambique-Japan Business Forum</li> </ul>

<sup>4</sup> CPI website was closed in October 2017 after the merger of organizations.

		<p>(March 16, 2017) and Mozambique-South Africa Business Forum (February 2, 2018). Among the materials distributed are <i>Laws and Regulations related to FDI</i> and <i>Facts about Mozambique</i>.</p> <ul style="list-style-type: none"> <li>• An investment promotion seminar was conducted with the support of JPT in Johannesburg on February 7, 2020. It was co-hosted by APIEX, JICA and JETRO.</li> </ul>
[AP211] Follow up Promotion Events	Completed	<ul style="list-style-type: none"> <li>• The project developed a template for seminar questionnaire aimed at gathering participants' evaluation for improving future event management. The template was incorporated into <i>SOP for Conducting Investment Promotion Events</i> described above.</li> <li>• JPT also rendered a series of advice in relation with the effective management of information of seminar participants.</li> </ul>
[AP221] Update existing promotion materials and produce new materials	Completed	<ul style="list-style-type: none"> <li>• In order to lift APIEX's capacity in providing accurate investment-related information to investors, the Project backed up the development of promotion materials and commentary-type handbooks. These include <i>Laws and Regulations of FDI in Mozambique</i>, <i>Mozambique Investment Procedure Guide &amp; Business Licensing Guide</i>, <i>Hiring of Foreign Nationals</i>, <i>Foreign Exchange Law and Regulation</i> and <i>Facts about Mozambique</i>.</li> </ul>
[AP222] Set up library of promotion materials and ensure easy access to materials	Completed	<ul style="list-style-type: none"> <li>• Promotion materials, particularly those which are developed with the Project, were uploaded in new APIEX website to ensure easy access.</li> <li>• Steel-made racks were placed at the entrance of APIEX main office as showcase to give away the promotion materials.</li> </ul>
[AP231] Improve the contents of website	Completed	<ul style="list-style-type: none"> <li>• A renewed CPI website, which reflected JPT's advice, was launched in November 2016. However, it was closed in October 2017 due to organization merger.</li> <li>• A new APIEX website was launched in August 2019, with the support of an international donor. JPT's advice is reflected in the contents.</li> </ul>

[AP232] Use government domain	Completed	<ul style="list-style-type: none"> <li>APIEX acquired a government domain in September 2017 as per JPT's advice. Government domain is used for the APIEX website launched in August 2019.</li> </ul>
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Source: JICA Project Team

### **(3) Achievements of Output 2 Activities**

One of the main project activities is to enhance the APIEX's investment monitoring function. In pilot areas Maputo, Inhambane, and Nampula, JPT proposed a methodology of investment monitoring, introducing coordination with District Services of Economic Activities (SDAE) stationed at District governments. This methodology aimed to improve the ratio of obtaining information from approved projects. Among the three provinces, Maputo had the most remarkable outcomes: the response rate, which was 25% at the beginning of the Project, increased to 70% as the result of investment monitoring 2018, capturing the actual situation of investment activities.

Another measure for enhancing investment monitoring function is to introduce Excel database for managing the data and information collected through investment monitoring. After the Excel database introduction was completed in the aforementioned three provinces, JPT prepared the data input manual and the SOP of investment monitoring which will enable other Provincial Delegations to introduce the same methodology. In addition to those manuals, JPT provided trainings for APIEX HQ officials in charge, so that they can provide necessary support to Provincial Delegations.

Besides investment monitoring, to enhance APIEX's aftercare function, JPT proposed and appointed officials at the APIEX HQ (former CPI-Project Management Department) as sector focal points by 6 major industries with various regulations and business opportunities. For investment projects that have not yet been implemented after approval, identified by the investment monitoring results, the sector focal points contacted the companies and examined the causes and considered facilitative measures that APIEX could provide. In addition, upon the request from APIEX, the departments of ministries in charge of licensing appointed focal points from their ends, and the meetings were regularly held among focal points by sector and exchange information and discuss issues.

As for project investment information management, existing Excel form was improved and new form started to be used since June 2018, and the digital archiving of documents related to investment project was started in March 2018.

**Table 9: Achievements of Output 2 Activities**

Subject number/Subject	Status	Achievement/Progress
[AP311] Modify existing excel form	Completed	<ul style="list-style-type: none"> <li>It was agreed to assign a unique code to each investment project in March 2017.</li> <li>Excel form was improved, and new form started to be used in June 2018.</li> </ul>

[AP312] Archive TA and relevant documents in digital form	Completed	<ul style="list-style-type: none"> <li>Archiving documents related to approval of investment project in digital media (PDF file) was started in March 2018.</li> </ul>
[AP313] Develop database system for investment project management linked with monitoring	Completed	<ul style="list-style-type: none"> <li>Development of prototype database system with Access was completed in December 2019.</li> </ul>
[AP315] Produce SOP of investment approval	Completed	<ul style="list-style-type: none"> <li>The <i>SOP for Investment Approval</i> has been completed with the supervision of APIEX officials in charge of related tasks.</li> <li>Using the Portuguese version, the investment approval process at the Project Management Department was standardized.</li> </ul>
[AP321] Identify necessary documents required for business licenses application	Completed	<ul style="list-style-type: none"> <li>JPT conducted interviews with the licensing authorities and compiled information on various application documents.</li> <li>Based on the information collected, <i>Mozambique Business Licensing Guide</i> was created and uploaded to the APIEX website.</li> <li>This document also contains contact information for the authorities responsible for various licenses.</li> <li>As a result, it became possible for investors to easily obtain the information necessary for applying for various licenses.</li> </ul>
[AP322] Identify background and reasons of cases for long duration in licensing	Completed	<ul style="list-style-type: none"> <li>JPT conducted interviews with the departments in charge of license issuance of each ministry and agency and clarified the causes of the time required for the application process.</li> <li>In consultation with the department in charge of APIEX regarding the measures to be taken, it was decided to assign a person in charge for each sector.</li> </ul>
[AP323] Improve information sharing between APIEX and ministries at the operational level	Completed	<ul style="list-style-type: none"> <li>As a result of discussions with ministries and agencies, focal points were established in the four ministries (five departments) that issue major licenses.</li> <li>The department in charge of APIEX (former CPI Project Management Department) has assigned a person in charge for each sector, and regular meetings with each ministry's focal point is held.</li> </ul>

		<ul style="list-style-type: none"> <li>• As a result, a platform for facilitating individual license application cases has been established.</li> </ul>
[AP324] Strengthen the function of APIEX delegation to coordinate with local government regarding DUAT	Completed	<ul style="list-style-type: none"> <li>• Discussion meetings with the Ministry of Land, Environment and Rural Development (MITADER) were held, and issues concerning the acquisition of land use rights (DUAT) were shared.</li> <li>• An official in charge of MITADER has been appointed as focal point for the APIEX, facilitating investors facing problems in applying DUAT.</li> </ul>
[AP325] Analysis of Foreigners' Employment Quota	Completed	<ul style="list-style-type: none"> <li>• <i>Hiring of Foreigners in Mozambique - Regulatory Regime and Practices</i> was submitted in June 2018 to APIEX, as a report prepared by JPT.</li> <li>• <i>Hiring of Foreigners in Mozambique - Regulatory Regime and Practices -Investors' Reference</i> was published by APIEX in February 2019, as a guide for investors.</li> </ul>
[AP326] Analysis of Foreign Exchange Control and Finance	Completed	<ul style="list-style-type: none"> <li>• <i>Foreign Exchange Law and Regulation in Mozambique</i> was published in February 2020 by APIEX as a guide for investors.</li> </ul>
[AP331] Complete lists of approved projects with contact information	Completed	<ul style="list-style-type: none"> <li>• The application form for investment approval has been revised so that contact information can be secured not only for agents but also for companies that conduct investment activities.</li> <li>• Regarding projects approved in the last five years with insufficient contact information, APIEX started cooperation with local government agencies and established a system for sharing corporate information.</li> </ul>
[AP332] Strengthen the coordination with local government to monitor investment projects systematically and comprehensively	Completed	<ul style="list-style-type: none"> <li>• A questionnaire survey was conducted for all 10 Provincial Delegations of APIEX to confirm the issues in investment monitoring and to understand the feasibility of coordination with local governments.</li> <li>• As a result of the neighboring country survey (Rwanda and Tanzania), APIEX participants learned how to link IPA with local governments in investment monitoring.</li> </ul>

		<ul style="list-style-type: none"> <li>• Cooperation with SDAE commenced in all three provinces including Maputo Province, in which the response rate has improved from 25% (as of 2016) to 70% (as of 2018).</li> <li>• <i>SOP of Investment Monitoring</i> was created based on the methods introduced in the three pilot provinces.</li> </ul>
[AP333] Design compulsory system to enforce investors to make regular reports	Not completed as compulsory system	<ul style="list-style-type: none"> <li>• Through the study tour in third countries, it was confirmed that there were cases in other countries such as Malaysia regarding the provision of penalties for the obligation to provide information to IPA.</li> <li>• An introduction of a mandatory reporting system in the current APIEX needs further institutional arrangement.</li> </ul>
[AP334] Improve the management of collected information	Completed	<ul style="list-style-type: none"> <li>• An Excel database has been created for managing investment monitoring information and has been installed in the three pilot provinces.</li> <li>• A database operation manual has been prepared to facilitate the introduction of databases in other provinces.</li> <li>• The database was shared with PIGA project team and used as a reference for designing CRM to be introduced in the future.</li> </ul>
[AP341] Identify investors in need for aftercare	Completed	<ul style="list-style-type: none"> <li>• The questionnaire for investment monitoring has been revised, and it has become possible to identify companies that have not yet implemented the project and to grasp obstacles in investment.</li> <li>• In Maputo Province, investment monitoring was conducted using a revised form, and identified projects that were not implemented (54 out of 418 projects).</li> </ul>
[AP342] Contact investors and provide aftercare services within APIEX's scope	Completed	<ul style="list-style-type: none"> <li>• Focal points (6 officials) have been assigned to major industries in the APIEX department in charge (former CPI project management department).</li> <li>• The session on aftercare was held twice by JPT, and the purpose and work flow were explained with examples from other countries to improve the understanding role of focal points.</li> </ul>

		<ul style="list-style-type: none"> <li>Regarding the 54 project cases of un-implementation, the focal point gathered additional information and discussed facilitative measures.</li> <li>Based on the results of investment monitoring, a system for conducting individual facilitation has been established.</li> </ul>
[AP343] Elaborate issues induced from aftercare beyond APIEX capacity	Completed	<ul style="list-style-type: none"> <li>The APIEX held a seminar for existing investors, provided presentations from relevant authorities on frequently-raised issues, and provided opportunities to consult individually with officials in charge.</li> </ul>

Source: JICA Project Team

#### **(4) Achievements of Output 3 Activities**

Investment Promotion Strategy (PEPIP) was initially started as a national strategy for 3 years from 2014 to 2016, based on approval by Council of Ministers in August 2013, to be tasked by 14 institutions including CPI (now APIEX). When the JICA Project started in March 2016, PEPIP had already been implemented for its 3rd year, and the Project started to assist in the monitoring of progress of PEPIP implementation by visiting each PEPIP member institutions. Then JPT also assisted compilation of the achievement and evaluation results. The achievement was evaluated by 3-level ratings for implementation (5 levels including under planning stage), with reference to the evaluation criteria originally set up within PEPIP.

After completion of the initial PEPIP period as end of 2016, preparation of the Next PEPIP (2017-2019) was requested by CPI to JPT, and the framework of Next PEPIP was drafted and presented at the 2<sup>nd</sup> JCC Meeting in March 2017. However, due to organization restructuring of CPI to APIEX, the Next PEPIP was not proceeded for formalization.

In August 2018, after the organization has been re-structured from CPI to APIEX, the first draft of Investment and Export Strategy, PEPIC (2020-2029), was prepared by APIEX, and a request was forwarded to JPT to support for its further completion. JPT studied the 1<sup>st</sup> draft of PEPIC and presented the comments at the 1<sup>st</sup> PEPIC Roundtable (RT) Meeting held in December 2018, and JPT continued its cooperation for preparing the second draft of PEPIC. In May 2019, at JCC Meeting, the second draft was presented for comments by the participants. Finally, the Draft Final of PEPIC was prepared and presented at PEPIC RT Meeting held in November 2019 for its completion. The record of meetings of RT Meetings held during the Project period can be referred to Annex 7.

As for other activities related with Output 3, JPT conducted visits to PEPIP (PEPIC) member institutions, conducted information collection, and provided support activities to members through studies on international experiences. For the purpose of member support, JPT visited member

institutions, among others, Headquarters (HQ) of AdZ (Tete), IFPELAC, AT ADF and IPEME, during 2018 to 2019.

**Table 10: Achievements of Output 3 Activities**

Subject number/Subject	Status	Achievement/Progress
[AP411] Organize and conduct PEPIC Roundtable Meetings	Completed	<ul style="list-style-type: none"> <li>The 6<sup>th</sup> PEPIC Roundtable (RT) Meeting was held on 23 November 2016.<sup>5</sup></li> <li>The 1<sup>st</sup> PEPIC RT Meeting was held on 6 December 2018.</li> <li>The 2<sup>nd</sup> PEPIC RT Meeting was held on 22 November 2019.</li> </ul>
[AP412] Assist CPI in monitoring of PEPIC	Completed	<ul style="list-style-type: none"> <li>The progress monitoring of the initial PEPIC (2014-2016) was conducted during March to October 2016 and presented its evaluation results at RT Meeting held in November 2016 and then completed its task.</li> </ul>
[AP413] Prepare framework for the next PEPIC	Completed	<ul style="list-style-type: none"> <li>The framework of Next PEPIC (2017-2019) was prepared as a successor plan of the initial PEPIC and presented at JCC Meeting held in March 2017.</li> <li>APIEX prepared 1<sup>st</sup> draft of PEPIC (2020-2029) in August 2018. JPT prepared and presented comments to the 1<sup>st</sup> draft of PEPIC.</li> <li>JPT assisted preparation of the 2<sup>nd</sup> draft of PEPIC during January to April 2019, which was presented at JCC Meeting in May 2019.</li> <li>JPT assisted preparation of Draft Final of PEPIC which was presented at RT Meeting in November 2019.</li> </ul>
[AP414] Support and monitoring activities for next PEPIC	Completed	<ul style="list-style-type: none"> <li>JPT visited AdZ HQ in Tete in May 2018 to discuss the role of private investment in the development of Zambeze Valley Region.</li> <li>In October 2018, JPT shared with AT the results of a study on tax incentive policies in other countries.</li> <li>From March to April 2019, JPT visited FDA, INP and IPEME to collect their feedbacks on the PEPIC draft.</li> </ul>

Source: JICA Project Team

<sup>5</sup> The 1<sup>st</sup> to 5<sup>th</sup> PEPIC RT Meetings were conducted by preceding technical cooperation by JICA.

## **(5) Achievements of Organizational Management Activities**

On December 12, 2016, the Government of Mozambique announced the creation of APIEX by merging CPI, GAZEDA and IPEX. Based on the findings in the baseline survey, JPT made recommendations pertaining to organizational structure for newly created APIEX. As a result, new offices dedicated to legal affairs and investment monitoring were set up in APIEX. Furthermore, another office which assumes the role of policy recommendation, strategy development and coordination with other institutions was established within the Division of Studies, Cooperation and Special Projects.

Human resources development (HRD) is critical for strengthening APIEX services. For that reason, JPT selected support to the formulation of APIEX HRD plan as one of the priority project activities. Due to the delay in the staff deployment within APIEX, the needs assessment for HRD plan was delayed during Project implementation period. However, for the purpose of leading initiative, JPT conducted simplified needs assessment and prepared a draft HRD plan (APIEX HRD Plan 2020-2022).

JPT also put its energy to capacity development in planning and budgeting and developed *Manual for Planning, Budgeting and Preparation of Reports*. After the preparation of the first draft in February 2018, the manual was reviewed by the National Directorate of Budgeting and Planning (NDBP), Ministry of Economy and Finance<sup>6</sup>. The manual was finalized based on NDBP's comments in June 2018.

The Project also supported the knowledge enhancement of APIEX staff through overseas training and study tour. The participants in these overseas training/study tour programs could broaden their knowledge on subjects such as effective investment promotion activities, development and management of industrial parks, how to develop resource-based industry, and investment decision-making.

As for IT training, Excel training in November 2016, PowerPoint training in September 2017, and Access training in September 2019 were conducted at local training institution. In addition, several training was conducted by JPT and in-house staff. IT training reports is attached in Annex 8.

**Table 11: Achievements of Organizational Management Activities**

Subject number/Subject	Status	Achievement/Progress
[AP111] Set up Policy Planning Unit	Completed	<ul style="list-style-type: none"> <li>Following JPT's advice, a new unit was established within Division of Studies, Cooperation and Special Projects which is accountable for policy recommendation, strategy</li> </ul>

<sup>6</sup> The NDBP is responsible for supervising and providing guidance on development plans and budgets formulated by government agencies. After reviewing the first draft of *Manual for Planning, Budgeting and Preparation of Reports*, the NDBP sent compliment to APIEX for its efforts to come up with high-quality plans and budgets.

		development and coordination with other institutions
[AP112] Set up Legal Unit	Completed	<ul style="list-style-type: none"> <li>As per JPT's recommendation, legal affairs department was established in APIEX.</li> </ul>
[AP113] Set up Monitoring Unit or assign full-time staff to monitoring	Completed	<ul style="list-style-type: none"> <li>As per JPT's recommendation, a department dedicated to investment monitoring was set up in APIEX.</li> </ul>
[AP1211] Enhance the stability of internet and internal network	Completed	<ul style="list-style-type: none"> <li>After the merger of organizations, a survey on IT infrastructure of the former GAZEDA was conducted.</li> <li>A draft network usage rule was prepared.</li> </ul>
[AP1212] Improve data backup management	Completed	<ul style="list-style-type: none"> <li>Suggestions for improving data backup management were compiled as a document.</li> </ul>
[AP1213] Utilize existing IT equipment effectively and enhance IT equipment	Completed	<ul style="list-style-type: none"> <li>As per JPT's advice, existing printers/scanners started to be used effectively since February 2018.</li> </ul>
[AP1214] Utilize Cloud service	Completed	<ul style="list-style-type: none"> <li>As per JPT's advice, web hosting service started to be used in November 2016.</li> <li>As per JPT's advice, data backup to the Cloud started in November 2019.</li> </ul>
[AP122] Consolidate Planning, Budgeting and Reporting System	Completed	<ul style="list-style-type: none"> <li>The first draft of <i>Manual for Planning, Budgeting and Preparation of Reports</i> was drawn up in February 2018.</li> <li>The draft underwent review by the NDBP, Ministry of Economy and Finance and was finalized in June 2018.</li> <li>APIEX conducted an in-house training on April 16 and 17, 2019 in order to raise its staff's skills in formulating annual plan and budget.</li> </ul>
[AP131] Develop APIEX Human Resources Development Plan	Completed	<ul style="list-style-type: none"> <li>In November 2019, JPT conducted needs assessment for HRD plan through interviews with key APIEX staff.</li> <li>In January 2020, APIEX HRD Plan 2020-2022 was drafted.</li> </ul>
[AP132] Implement APIEX HRD Plan	Completed	<ul style="list-style-type: none"> <li>The third training in Japan, carried out in January 2020, has been included in APIEX HRD Plan 2020-2022 (draft).</li> </ul>

		<ul style="list-style-type: none"> <li>• In-house training for Access review was conducted in January 2020 by JPT.</li> </ul>
[AP133] Accumulate Business Knowledge	Completed	<ul style="list-style-type: none"> <li>• Training in Japan was carried out 3 times (February 2017, February 2018 and January 2020). Study Tour to Third Country was organized two times (October 2017 and February 2019). The participants were able to learn, among others, good practices of investment promotion agencies in other countries.</li> <li>• Through visiting private companies within these overseas training, APIEX staff were able to gain insight to challenges faced by Mozambique as an investment destination.</li> </ul>
[AP1341] Improve IT skill required for dairy work	Completed	<ul style="list-style-type: none"> <li>• Excel training was conducted in November 2016 at local training institute.</li> <li>• PowerPoint training was conducted in September 2017 at local training institute.</li> <li>• Access training was conducted in September 2019 at local training institute.</li> <li>• Excel review training was conducted in February and May 2018 by JPT.</li> <li>• Access review training was conducted in January 2020 by Japanese expert.</li> </ul>
[AP1342] Utilize IT tools more effectively	Completed	<ul style="list-style-type: none"> <li>• Training for effective use of IT tools (Excel, Access, etc.) was conducted by JPT and in-house staff.</li> </ul>
[AP1343] Strengthen information security awareness	Completed	<ul style="list-style-type: none"> <li>• Information security seminar was conducted in September 2017 by JPT and in-house staff.</li> <li>• Data backup training was conducted in November 2019 by JPT.</li> </ul>
[AP1344] Enhance the capacity of IT section	Completed	<ul style="list-style-type: none"> <li>• Training plan for IT staff was prepared.</li> </ul>

Source: JICA Project Team

## 2. Achievements of the Project

### 2-1 Outputs and Indicators

Activities under Output 1 (investment promotion), including development of promotion materials, capacity development in promotion events and development of *SOP for Conducting Investment Promotion Events*, were all implemented as originally planned. According to the investor satisfaction survey conducted from December 2019 to January 2020, all respondents found that APIEX promotion

events were effective although only 9% of them have actually participated in APIEX-organized investment events. As for investment promotion-related materials developed or updated in the Project (e.g. Laws and Regulations related to FDI), 70% of respondents evaluated that they are “effective” and the remaining 30% found them “very effective”.

Regarding activities under Output 2 (investment approval and facilitation), investor satisfaction remained high as respondents answered that APIEX service related to investment approval is satisfactory (93% of respondents in 2018 and 74% in 2019). Meanwhile, 66% said its investment facilitation service need to be improved. This reflects the fact that there are still various constraints on investment-related procedures in Mozambique and investors seek APIEX’s support.

As for the activities under Output 3, APIEX started drafting of PEPIC (2020-2029), which is deemed to be succession of the first national strategy, PEPIC (2014-2016). JPT continuously engaged in providing support and advice towards the finalization of PEPIC and the final draft of PEPIC (2020-2029) was presented at PEPIC RT Meeting held on November 22, 2019. It is expected that PEPIC will be approved by the cabinet in 2020.

**Table 12: Achievement of Project Outputs**

Output	Indicators	Achievement Status
Output 1: APIEX's investment promotion activities are improved.	(1) Number of revisions of investment promotion tools and investor's satisfaction to each revised edition	<ul style="list-style-type: none"> <li>• <b>Achieved</b></li> <li>• 70% of the respondents of an investor satisfaction survey (December 2019 - January 2020) evaluated investment promotion-related materials developed or updated in the Project are effective and the remaining 30% found them very effective.</li> <li>• <i>Laws and Regulations related to FDI</i> (1<sup>st</sup> edition in December 2016, 2<sup>nd</sup> edition in August 2017, 3<sup>rd</sup> edition in August 2019)</li> <li>• <i>Facts about Mozambique</i> (2<sup>nd</sup> edition in August 2017 and 3<sup>rd</sup> edition in July 2019)</li> <li>• <i>Mozambique Investment Guide</i> and <i>Mozambique Business Licensing Guide</i> prepared in August 2019</li> </ul>
	(2) Number of investment promotional events held by APIEX and participants' satisfaction to each event	<ul style="list-style-type: none"> <li>• <b>Partially Achieved</b></li> <li>• In 2019, APIEX was involved in 10 events in Mozambique and 11 events abroad. These include Africa Investment Promotion Forum in London and Paris (April 2019), China-Africa Economic and Trade Expo (June 2019) and TICAD VII (August 2019).</li> </ul>

		<ul style="list-style-type: none"> <li>• In 2018, APIEX was involved in 13 events in Mozambique and 7 events abroad. These include Mozambique South Africa Business Seminar held in Tokyo (February Mozambique Portugal Business Forum (July 2018), Mozambique Malaysia Business Forum (October 2018).</li> <li>• In 2017, APIEX was involved in 11 events in Mozambique and 8 events abroad.</li> <li>• The target for number of events annually held in Mozambique and abroad was set at 20.</li> </ul>
	(3) Manuals for investment promotion activities	<ul style="list-style-type: none"> <li>• <b>Achieved</b></li> <li>• <i>SOP for Conducting Promotion Events</i> was developed in June 2019.</li> </ul>
Output 2: Operations related to investment approval, license acquisition support, and investment monitoring are carried out effectively and smoothly.	(1) List of persons/departments responsible for business licensing in relevant organizations.	<ul style="list-style-type: none"> <li>• <b>Achieved</b></li> <li>• <i>Mozambique Business Licensing Guide</i> was developed and uploaded to the APIEX website. The guide contains contact information for licensing departments at each institution. Regarding the information of the person in charge, APIEX focal points for each ministry are appointed.</li> </ul>
	(2) List of business licenses and issuing organizations.	
	(3) Number of reports to the cabinet regarding investment realization.	<ul style="list-style-type: none"> <li>• <b>Partially Achieved</b></li> <li>• The report was submitted to the cabinet three times during 2015 and once in July 2016. Investment monitoring is ongoing, and relevant information such as the amount of investment is managed within APIEX.</li> <li>• No report was submitted to the cabinet since 2017 although it was expected that one or two reports would be submitted annually.</li> </ul>
	(4) Manuals and standard operating Procedure (SOP) for investment approval, business licensing support and investment monitoring	<ul style="list-style-type: none"> <li>• <b>Achieved</b></li> <li>• Investment approval: SOP has been completed.</li> <li>• Business license acquisition support: Business Licensing Guide has been issued.</li> <li>• Investment monitoring: SOP has been completed.</li> </ul>

Output 3: PEPIP implementation is advanced through facilitation by APIEX	(1) Progress of implementation of PEPIP action agenda	<ul style="list-style-type: none"> <li>• <b>Achieved</b></li> </ul> <p>PEPIP (2014-2016) consists of five Pillars and 19 Themes. The evaluation after the implementation period has been conducted and evaluated by 3-level ratings (G: full implementation, LG: partial implementation, R: non-implementation). The evaluation result for the whole PEPIP was “G” for 7 Themes, “LG” for 7 themes and “R” for 5 Themes, consist 5 Pillars below.</p> <p>Pillar1 (business environment): 3 Themes (1G, 2R)</p> <p>Pillar 2 (organization capacity): 3 (1G, 1LG, 1R)</p> <p>Pillar 3 (investment opportunity): 2 (2G)</p> <p>Pillar 4 (target market promotion): 2 (1G, 1R)</p> <p>Pillar 5 (national business): 9 (2G, 6LG, 1R)</p>
	(2) Number of guidance/advice provided for PEPIP implementation	<ul style="list-style-type: none"> <li>• <b>Achieved</b></li> <li>• The RT Meetings were held for 3 times during 2016 to 2019</li> <li>• JPT visited each PEPIP member institution during March to June 2016</li> <li>• The Next PEPIP (2017-2019) framework was prepared and discussed at JCC Meeting in March 2017.</li> <li>• JPT provided comments to the 1<sup>st</sup> Draft of PEPIC (2020-2029) at PEPIC RT Meeting held on 6 December 2018.</li> <li>• JPT assisted to compile the 2<sup>nd</sup> Draft PEPIC during March to April 2019, which was presented at JCC Meeting held on 24 May 2019.</li> <li>• JPT continued to assist Draft Final of PEPIC, which was presented at RT Meeting held on 22 November 2019.</li> </ul>

Source: JICA Project Team

## 2-2 Project Purpose and Indicators

The project purpose was set as “APIEX's capacity for investment promotion and facilitation is enhanced”. The achievement status of targets for the indicators is as follows.

**Table 13: Achievement of Project Purpose**

Project Purpose	Indicator	Achievement
APIEX's capacity for investment	(1) Investors' satisfaction with	<ul style="list-style-type: none"> <li>• <b>Mostly Achieved</b></li> </ul>

promotion and facilitation is enhanced.	investment promotion/ facilitation services provided by APIEX	<ul style="list-style-type: none"> <li>Investment promotion: 50% say that they are satisfied with APIEX's investment promotion activities (as of July 2018).</li> <li>Investment approval: 74% answered "No problem". Some of respondents said that APIEX officials tend to be delayed for response to email enquiries. This is because of internet problems occurring from 2018.</li> <li>Investment facilitation: 39% answered that they are satisfied with APIEX related services. Those who answered "need to improve" expect APIEX to do further; for instance, organizing seminars for approved investors and enhancing coordination with related authorities.</li> </ul>
	(2) Period required for obtaining investment approval and relevant business licenses	<ul style="list-style-type: none"> <li><b>Achieved</b></li> <li>Investment approval: The average number of days required for project approval in 2019 is 13 days. This has been improved compared to the situation before the Project started in 2015 (25 days).</li> <li>Business license: Many license applications are accepted and processed by the local branch offices of each ministry or agency. There have been cases as early as one day (BAU).</li> </ul>

Source: JICA Project Team

### 3. History of PDM Modification

#### 3-1 PDM Modification from Version 0 to Version 1

APIEX and JICA signed Minutes of Meeting on May 11, 2018 in order to modify the Project's project design matrix (PDM) and plan of operation (PO) to reflect the following changes. PDMs version 0 and version 1 are attached in Annex 9.

**Table 14: PDM Modification and Reasons**

Item	PDM Ver. 0	PDM Ver. 1	Reasons for Modification
Name of Implementing Agency	CPI	APIEX	Due to reorganization, CPI was replaced by APIEX.
Activities of Output 3	3-1 Relevant knowledge concerning PEPiP	3-1 No modification 3-2 No modification	After the completion of PEPiP (2014-2016), the next phase PEPiP (2017-

	implementation is acquired. 3-2 Appropriate measures are taken for advancing PEPiP implementation making use of the knowledge acquired.	The following new activities were added. 3-3 Appropriate support and monitoring activities, in line with investment promotion strategy for PEPiP member institutions are identified. 3-4 The activity 3-3 are taken in cooperation with those institutions.	2019) was drafted. But it was not formalized for the cabinet endorsement. Given the situation, new activities aimed at supporting PEPiP organizations were added to the Project.
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Source: JICA Project Team

#### 4. Others

##### 4-1 Results of Environmental and Social Considerations

The Project is classified as 'Category C' in accordance with *JICA's Guidelines for Environmental and Social Consideration* (among projects which have minimal or little adverse impact on the environment and society).

##### 4-2 Results of Considerations on Gender/Peace Building/Poverty Reduction

JPT paid due consideration that female and male staff of APIEX are given equal opportunities in participating in overseas and domestic training organized in the Project.

### III. Results of Joint Review

#### 1. Results of Review based on DAC Evaluation Criteria

JPT and APIEX jointly undertook the evaluation of the Project using Development Assistance Committee (DAC) Criteria, namely “relevance,” “effectiveness,” “efficiency,” “impact,” and “sustainability.” The five-level rating of “high” - “relatively high” - “medium” - “relatively low” - “low” was used.

##### (1) Relevance: High

The Project's objective is consistent with the priority development agendas of the Government of Mozambique as well as with Japan's country assistance strategy. Improved services of APIEX, a key investment promotion agency, are indispensable to increase investment in Mozambique. For all of these reasons, the relevance of the Project is rated as “high.”

**Table 15: Results of Evaluation (Relevance)**

Aspect	Evaluation Results
Necessity	<ul style="list-style-type: none"> <li>The Project's objective is consistent with the priority development agendas</li> </ul>

	of the Government of Mozambique. In Mozambique's five-year national plan 2015-2019, promotion of investment is listed as one of priority strategies for the accelerated economic development.
Priority	<ul style="list-style-type: none"> <li>The project is regarded as impetus for boosting local economy which is one of the three pillars set forth in Japan's country assistance strategy for Mozambique.</li> </ul>
Relevance of Methodology	<ul style="list-style-type: none"> <li>In June 2015 Japan and the Government of Mozambique signed the Bilateral Investment Agreement. The two countries became closer than ever. During early 2010s, the prospect of increase in inflow of investment was very high.</li> <li>APIEX is a core investment promotion agency in Mozambique and plays a central role in implementing PEPIC. Therefore, choosing APIEX as the primary C/P agency for the Project was appropriate.</li> </ul>

Source: Joint Project Evaluation Team

## **(2) Effectiveness: Relatively High**

The project purpose, "APIEX's capacity for investment promotion and facilitation is enhanced", has been largely achieved. The effectiveness of the Project is rated as "relatively high."

**Table 16: Results of Evaluation (Effectiveness)**

Aspect	Evaluation Results
Achievement of Project Purpose	<ul style="list-style-type: none"> <li>The project purpose, "APIEX's capacity for investment promotion and facilitation is enhanced", has been largely achieved.</li> <li>APIEX's capacity for investment promotion is strengthened through the project's interventions such as development of investment-related materials, provision of advice in website management and preparation of SOP aimed at improved internal administrative processes.</li> <li>Work process related to investment approval was streamlined with the improved information management system. APIEX's capacity of investment monitoring was also strengthened by enhancement of cooperation with local governments.</li> </ul>
Logical Relationship	<ul style="list-style-type: none"> <li>The enhancement of APIEX's ability to develop investment-related materials, hold promotion events and monitor approved projects has led to improvement in APIEX's investment promotion and facilitation services.</li> <li>The number of agencies involved in PEPIC increased from 11 to 20, heightening the momentum for driving of a new strategy (PEPIC 2020-2029). For PEPIC to be implemented successfully, capacity development of APIEX is indispensable.</li> </ul>

Source: Joint Project Evaluation Team

### (3) Efficiency: Medium

Although all the three Outputs of the Project were largely achieved, its capacity development activities were forced to slow down for a certain period due to the delay in staff deployment in APIEX. For these reasons, the efficiency of the Project is rated as “medium.”

**Table 17: Results of Evaluation (Efficiency)**

Aspect	Evaluation Results
Achievement of Outputs	<ul style="list-style-type: none"> <li>The targets of the three project outputs are largely achieved and the level of their achievement is worth the resources mobilized.</li> </ul>
Logical Relationship	<ul style="list-style-type: none"> <li>Based on the findings in the Baseline Survey, detailed project activities were compiled in an action plan. The activities proposed in the action plan were sufficient to achieve the targets of the project’s outputs efficiently.</li> <li>The Project’s PDM and activities were partially modified in May 2018 in response to changes in the project environment, which emanated from organizational restructuring of C/P and delay in the finalization of Next PEPiP. Nevertheless, this modification of PDM contributed to the improvement in the efficiency of the Project.</li> </ul>
Input	<ul style="list-style-type: none"> <li>The number of mobilized experts (6) and their qualities were appropriate. Compared to the assistance extended in the previous phase (2012-2015), the current interventions became both more extensive and more intensive, considering larger scale overseas training, improved IT system, and development of full-scale promotion materials such as <i>Laws and Regulations related to FDI</i>.</li> </ul>
Cost Benefit	<ul style="list-style-type: none"> <li>Due to the organizational restructuring of C/P agency, there was a period of slowdown in capacity development activities, that is, from 2018 to mid-2019. Accordingly, the input in terms of the used man-months of JPT resulted in smaller than the originally planned input. However, with the progress of the Project, communication between JPT and C/P became more smooth, which facilitated C/P’s quick decision-making. Better communication between JPT and C/P also resulted in raising C/P’s commitment to the project activities. In this light, the negative impact of the reduced man-months on the efficiency of the Project was offset by the deepened relationship between JPT and C/P.</li> <li>Some project activities were temporarily suspended or postponed due to the organizational restructuring of the C/P agency, which led to a decrease in expert man-month input. By tapping local resources (local consultants) and replacing field activities with work in Japan, JPT managed to secure a certain level of the efficiency of the Project.</li> </ul>

Source: Joint Project Evaluation Team

#### **(4) Impact: Relatively High**

Domestic and foreign investment has declined since 2016 and the economic stagnation persisted during most of the project period. However, the investment level is recovering and a target of USD 5 billion for the amount of investment projects in 2023 is deemed attainable. In addition, synergistic effects of the Project such as a closer relationship between APIEX and MIC facilitated through its intervention. The impact of the Project is rated as “relatively high.”

**Table 18: Results of Evaluation (Impact)**

Aspect	Evaluation Results
Possibility of Achieving Overall Goal	<ul style="list-style-type: none"> <li>Domestic and foreign investment has declined since 2016. The amount of investment projects approved reached USD 3 billion in 2019, and it is probable that a target of USD 5 billion in 2023 will be achieved.</li> <li>Factors affecting negatively against the achievement of the Project’s overall goal are, among others, falling market prices of resources and suspension of donor assistance triggered by ‘hidden debt’ issue.</li> <li>The overall situation is expected to improve in 2023 due to prospect for increased economic activities sparked by the start of natural gas development in the north and resumption of IMF lending.</li> </ul>
Synergistic Effect	<ul style="list-style-type: none"> <li>The participants of Training in Japan and Study Tour to Third Country not only learned good practices of investment promotion agencies in other countries but also made the participants more motivated about their responsibilities.</li> <li>MIC high-ranking officials also joined the project’s overseas training programs, which has positive impact on APIEX relationship with MIC.</li> <li>Japan Desk was set up to give detailed information and support targeting Japanese investors.</li> <li>The Project started with its main focus on investment promotion and facilitation. But after the establishment of APIEX, the Project provided APIEX staff with opportunities to learn new issues such as export promotion overseas training (e.g. study tour to third countries program).</li> <li>No negative impact is found from the intervention of the Project.</li> </ul>

Source: Joint Project Evaluation Team

#### **(5) Sustainability: Relatively High**

Given the circumstances that staff appointment in APIEX was delayed, JPT tried to pour more energy into the development of SOPs and operation manuals that help accumulate institutional knowledge. This has made positive impact on the sustainability of the Project. The sustainability is rated as “relatively high.”

**Table 19: Results of Evaluation (Sustainability)**

Aspect	Evaluation Results
Policy	<ul style="list-style-type: none"> <li>• There is no major change in the government policies and attracting investment remains one of the priority policies. As a boost in natural gas development is imminent, it is less likely that the said government policy is to be changed.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• The main revenue sources of APIEX are made up of budget allocation from the central government and own income from investment authorization fee. Due to slowdown in investment in recent years, APIEX's own revenue has been reduced. APIEX becomes financially more stable with an increase in investment in the future.</li> <li>• It is imperative that APIEX continue to engage in staff's skills development in order to be able to make its services more. Proper budget allocation to HRD is regarded as a key point for becoming a competent investment promotion agency.</li> </ul>
Institutional	<ul style="list-style-type: none"> <li>• The Government of Mozambique is expected to continue with its policy of promoting investment. The prospect of attracting investment associated with the development of mineral and natural gas remains favorable in the medium-to-long term.</li> <li>• The project extended support to the development of APIEX capacity development plan which enables self-sustaining capacity enhancement of investment promotion and facilitation.</li> <li>• JPT cooperated in formulating a HRD plan so that APIEX could continue to strengthen its capacity for autonomous investment promotion and facilitation.</li> <li>• As the result of organization change, APIEX was designed to be staffed with 60 members. In order to perform the expected role including Provincial offices, 100 member organization is targeted.</li> <li>• Regarding facilitation services for approved projects (companies), the improved services are expected to be provided through the appointment of APIEX personnel in charge, SOP and operation manuals. In addition to the APIEX HQ, the capacity of officials of Provincial Delegation has been enhanced in key areas.</li> </ul>
Technical	<ul style="list-style-type: none"> <li>• After the establishment of APIEX, its staff deployment has not been completed. In light of this situation, the project particularly featured activities aimed at strengthening institutional knowledge and management capacity. These include the development of investment-related materials and improvement of information management system.</li> <li>• The tools and skills developed through this project, as APIEX formal documents, are likely to be fully utilized by APIEX in the future.</li> </ul>

Source: Joint Project Evaluation Team

## 2. Major Factors Affected for the Project's Implementation and Achievement

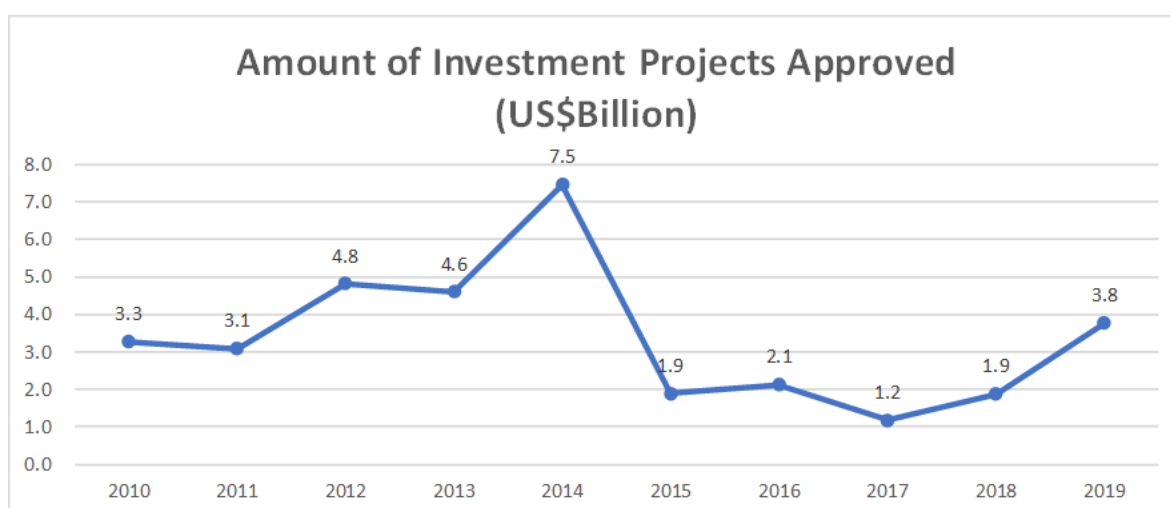
The risk factors faced by the Project are considered as economic and investment slowdown after the start of this Project, and delay in APIEX's organization and staff deployment after the re-organization.

**Table 20: Factors Affected for the Project's Implementation and the Countermeasures**

Issue	Challenge and Risk	Countermeasures
Investment slowdown	The annual amount of investment authorization increased from USD 3 billion level in 2010 to USD 7 billion level in 2014. However, it went down and remained at around USD 2 billion since 2015, while there is a sign of recovery to USD 3 billion level in 2019. (see investment trend figure)	The main causes of investment slowdown are external factors such as the world economic stagnation, in particular for natural resource demand, domestic economy slump triggered by drought, and discontinuation of financial assistance by IMF and European donors due to hidden debt problem revealed in 2016. JPT regularly monitored and updated the country's macroeconomic conditions, prospect and observations indicated by IMF and other international organizations, and investment activities for resource-related projects, which is a key factor for overall investment trend. The Project activities are emphasized for organizational capacity strengthening through increasing efficiency and service quality, as preparation for the investment recovery in the near future.
Organizational restructuring	Staff deployment did not progress and support for formulating human resource development plans was delayed.	Given the fact that staffing was incomplete, it was not possible for JPT to conduct exhaustive needs assessment during the project period. Nevertheless, JPT took initiative in demonstrating to APIEX in how needs assessment can be done for HRD plan and how HRD plan can be formulated.
	Due to the restructuring of organizations, offices and IT equipment (servers, etc.) were moved and relocated. As a result, IT environment became worse.	Offices and equipment were moved and relocated due to organization restructure, which brought negative impact on IT environment. JPT recommended the utilization of Cloud that would be not affected by physical movement of staff and equipment.

	The number of IT staff decreased due to personnel reduction.	JPT proposed some methods to maintain system without technical knowledge, such as the utilization of Cloud, and conducted trainings as needed.
	There was no website during transitional period.	JPT sought and suggested ways to operate the website at low cost and with fewer staff, such as temporal reuse of former CPI website, for the transitional period, about 2 years. The new APIEX website finally started in August 2019.
	Due to the delay of staffing in the Project Management and Facilitation Department, some activities were postponed.	JPT focused on activities at Provincial Delegations for enhanced investment monitoring capacity, which were considered to be likely to retain personnel, and closer to post-approval project implementation.

Source: JICA Project Team



Note) The amount before 2017 is by the total of CPI and GAZEDA

Source: JICA Project Team

**Figure 2: Trend of Investment Approval by APIEX**

### 3. Evaluation for the Project Risk Management Results

The two points listed below were identified as major risk factors which affected the overall goal (increase in investment), the project purpose (capacity building) and achieving objectives of respective project output.

- Slowdown of investment by foreign and domestic private sectors;
- Delay in organization and staff assignment due to re-organization of APIEX.

The following presents how JPT sought after the sustainability of the Project's effects despite the emergence of above-mentioned risks.

## **Output 1**

In order to facilitate a smooth transition towards APIEX's capacity in improving its investment promotion, JPT prepared *SOP for Conducting Investment Promotion Events*. The standard formats for questionnaire survey and post-event reporting are included in the SOP. In addition, JPT ensured that APIEX staff were involved in the drafting process of investment promotion materials so that APIEX can produce and revise these materials in a self-sustaining manner in the future.

## **Organizational Management**

Due to the delay in staff appointment in APIEX, JPT was forced to suspend its support to needs assessment and formulation of HRD plan for a prolonged period. However, with an aim to demonstrating by showing example to APIEX how needs assessment can be conducted, JPT undertook a simple interview-led needs assessment. The 1<sup>st</sup> draft of HRD plan is also formulated before the end of the Project.

## **Information Management**

As for information management, the personnel of the division in charge of investment project information management (Project Management Division of former CPI) was not largely changed during the Project period. Therefore, there was shared common understanding to improve investment project information management. However, since there was a delay to implement the plan on schedule, JPT had to postpone the implementation of IT training and the development of database system, to provide only prototype database system. Considering sustainability after the completion of project, JPT conducted training to APIEX staff on system development procedure. Furthermore, as APIEX stopped hiring IT staff working exclusively for former CPI office, IT environment of former CPI office became insufficient. As a countermeasure, JPT proposed ways to operate system without technical knowledge and provided training as needed.

## **Output 2**

In order to ensure the “sustainability” of the outputs after the Project completion, JPT made APIEX officials to actively involved in activities related to Output 2, and technology transfer was accelerated. For example, with respect to investment monitoring, APIEX Provincial Delegation officials piloted the improvement activities proposed by the project team. Furthermore, in Maputo Province, seminars for SDAE staff were conducted independently by APIEX Provincial Delegation, and in addition to logistics preparations, the APIEX officials also provided presentations at the seminar. The investment monitoring improvement activities in Nampula Province were implemented by APIEX HQ official by instructing Provincial Delegation on data management using a database.

## **Output 3**

The investment slowdown was already evident in 2016 when the initial PEP (2014-2016) period was completed, the momentum for advancing the investment promotion strategy seemed to be not strong enough, at that time, for continue to the Next PEP (2017-2019). In addition, it is also

considered difficult to forward this matter due to the organization restructuring into APIEX. The framework for the Next PEPiP has been prepared by JPT and presented at JCC Meeting in March 2017, however, the Next PEPiP (2017-2019) was not formalized.

Hence, JPT consulted with JICA, in January 2018, to revise a part of PDM, in order to enable JPT to conduct support activities to PEPiP, not waiting for the formalization of the Next PEPiP. After the PDM revision was agreed at JCC in May 2018, JPT conducted such support activities to PEPiP member institutions, including a visit to AdZ in Tete Province and support to AT in providing comparison of tax incentive in other countries.

#### **4. Lessons Learnt**

##### **(1) Adjustment to Changing Economic Situation**

A technical cooperation project for government services for private economic sector, such as investment promotion, inevitably faces changes of environment by country's economic situation, and this requires some flexibility in technical cooperation activities as well. Before this Project started, there was an investment boom with rapid increase in foreign investment that peaked in 2014 and went downward afterwards. Therefore, the Project initially conducted Baseline Survey to re-identify the current needs for technical assistance, which were reflected into the Action Plan. Furthermore, JPT occasionally reviewed current economic conditions in order to adjust Project activities to the shift in needs by organization and changes in environment.

##### **(2) Building Institutional Memory through Technical Transfer**

When faced with the issue of delay in the C/P staff assignment in a technical cooperation project, it was recommended to focus on activities that help accumulate institutional knowledge, such as documentations. Since the Project faced with re-organization of counterpart agency and delay in key staff assignment, the emphasis was put on building "Institutional Memories" through documentation in the course of technical assistance implementation. For example, the documents such as SOP, manuals, materials for investment promotion, pamphlet and reference materials were prepared in English and Portuguese, enabling maintenance after the Project completion. The documents in Japanese language were not prepared except for the purpose of the Project explanation to the Japanese community.

##### **(3) Maintenance of Information system**

When donors support the development and implementation of information system, it is important to provide a system that can be maintained by the counterpart organization themselves, after donor's support is completed. Developing information system should not be the final goal. More frequently used system needs more bug fixes and more improvements to make it easier to use. When hardware is updated, the system also may need to be updated. In the past, there were many technical assistance projects in which donors developed and implemented information system, and in which the system stopped to be operated, after the end of donor's support, due to the lack of financial and human resources of counter organization. To prevent such situation from occurring, JPT did not recommend

the development of large-scale software system, but instead recommended the development of system using generally used Office software (Excel, Access) which can be maintained by APIEX staff.

#### **(4) Contacts with Private Sector**

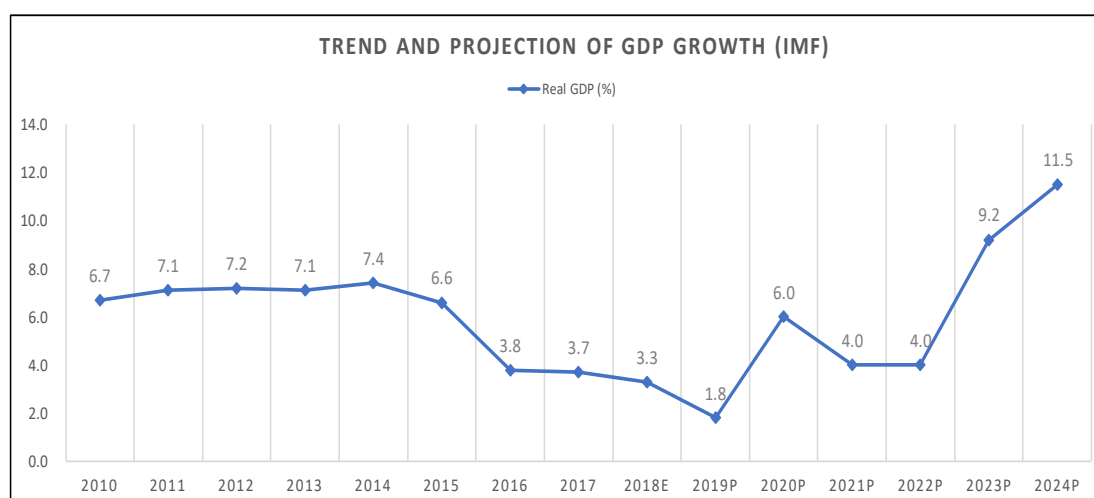
Contacts with private sector is essential in case of this Project which deals with the private sector as a main actor for investment, whereas the investment environment improvement is the task of the government. Among the private sector, there are foreign companies from Japan, US, Europe and other countries, and Mozambican companies as well. The Project tried to establish contacts through chamber of commerce and industries of Mozambique and other major foreign investing countries.

### **IV. Prospect for Achieving Overall Goal after Project Completion**

#### **1. Overall Goal and Indicators**

The Project's overall goal, defined by PDM, is "National and foreign direct investment is increased". Between 2016 and 2018, the amount of investment projects approved stood at around USD 2 billion, but 2019 saw a slight recovery with the same exceeding USD 3 billion. The investment slowdown in recent years was mostly attributable to external factors such as suspension of IMF lending triggered by 'hidden debts' problem.

As for the future prospect for investment increase, there is a large investment project for natural gas exploration and its downstream industries, such as gas-chemical industries, in Northern Mozambique. The Government of Mozambique is also in discussion with IMF for resumption of its aid programs, while IMF estimates the annual economic growth for 9.2% in 2023, 3 years after Project completion. At a time when investment surged in the past due to increased prospect for the resources industry boom (2013/14), GDP annual growth was around 7%. A similar level of high GDP growth is expected in year 2023. The output of this Project is expected to be fully utilized when the investment increase is realized.



Source: IMF Article IV Consultation Report, June 2019

**Figure 3: Trend and Projection of GDP Growth of Mozambique**

**Table 21: Prospect for Achieving Overall Goal**

Overall Goal	Indicator	Prospect for Achievement
National and foreign direct investment is increased.	(1) Number and amount of national and foreign direct investment approved by APIEX	<b>Achieved (High-probability)</b> The number and amount of investment projects approved indicates a slight increase compared with the start of Project in 2016. (as of October 2019) <u>Number of Projects</u> : 319 (2016), 257 (2017), 321 (2018), 353 (2019), 400 (target for year 2023) <u>Amount of Projects (USD Million)</u> : 1,282 (2016), 1,129 (2017), 1,504 (2018), 3,716 (2019), 6,000 (target for year 2023)
	(2) Number and amount of realized national and foreign direct investment approved by APIEX	<b>Achieved (High-probability)</b> The realization of investment projects is increasing in comparison of ratios of 2016 and 2018, in terms of both realized number and amount. Number of realized projects: 61 projects in 2016 → 166 projects in 2018. Amount of realized projects (USD Million): 110.5 in 2016 → 551.7 in 2018 • Monitoring coverage of realization (in Maputo Province) has been improved from 24% (2015) to 70% (2018). The target for year 2023 is set at 70% (in all provinces).

Source: JICA Project Team

## **2. Recommendation from Japanese Side to Mozambican Side**

### **Organizational Management and Human Resources Development**

#### **(1) Making the Full Use of *Manual for Planning, Budgeting and Preparation of Reports***

APIEX, with support from JPT, successfully developed an internal manual dealing with preparation of its plans and budget. The manual titled *Manual for Planning, Budgeting and Preparation of Reports* underwent prior vetting by the NDBP of the Ministry of Economy and Finance and was finalized in August 2018. Utilizing the manual, APIEX held an internal workshop to enhance knowledge of its staff on the subject in April 2019. It is recommended that the effort to improve planning and budgeting capacity be continued in the future.

#### **(2) Revision of APIEX Human Resources Development Plan**

The Project provided support to the drafting of APIEX HRD Plan 2020-2022. In addition, JPT managed to demonstrate how needs assessment can be conducted and further show exemplary contents of a HRD plan. Once staffing in APIEX is finalized, it is recommended that thorough needs

assessment be conducted and that APIEX HRD Plan 2020-2022 draft be revised. In addition, in order to steadily promote HRD in the future, it is better to review and revise the plan periodically.

### **(3) Planned Implementation of IT Training for Staff**

During the project period, IT training for APIEX staff was conducted three times at local training institute (10 participants for each training) and several times by JPT and in-house staff. After the restructuring of organizations, similar IT trainings were also provided by other donors. However, it seems that there is room to improve in the definition of training contents and the selection of participants. It is recommended that firstly APIEX take initiative in determining training contents, target persons, duration, timing of implementation and secondly implement training with or without external donor's assistance. It is recommended that training plan should include not only training for general staff but also training for IT staff (skill improvements on network management, server management, etc.).

## **Information Management**

### **(4) Utilization of the Cloud**

Even before the restructuring of organizations, former CPI faced with problems with information sharing because their offices were in multiple locations. After the merger of organizations, their staff, offices and IT equipment (including CPI servers) were moved and relocated, which made the IT environment deteriorated, especially in former CPI staff office. Compared to the time the Project started few years ago, faster internet connection is now available at lower cost. Using the Cloud is more common than before, even in Mozambique. It is recommended that APIEX consider using Cloud rather than purchasing expensive hardware such as servers, for the improvement of its own IT environment.

### **(5) Regular Update of Web Contents**

APIEX did not have their website for nearly two years during 2017 to 2019. Their website was launched in August 2019, with the support of another donor (PIGA Project). PIGA Project will keep updating the web contents until the staffing of APIEX is determined. It is suggested that APIEX assign a person (or department) responsible for updating Web contents after the staffing is assigned. The website needs to be updated regularly even after PIGA Project hand over the operation to APIEX, so that it will continue to provide the latest information to investors.

### **(6) Securing Budget for Information System Development and Maintenance**

APIEX uses Excel to manage investment project information. As for former GAZEDA, before the merger of organizations, a database system for investment projects was developed by local company, however, the developed system has not been used. As described in "4. Lesson Learnt (3) Maintenance of information system", JPT supported the improvement of existing Excel form and the development of prototype database system using Access, rather than developing a large-scale system, considering the sustainability after the completion of the project. Even when operating a system with general-

purpose software such as Office, a budget for system maintenance is required. A certain amount of budget should be secured for future system updates. In addition, as described in “(4) Utilization of Cloud”, for sharing information with remote offices, it will be better to manage investment project information in the Cloud in the future. In order to migrate the current system to the Cloud, securing budget for outsourcing by APIEX is also recommended.

### **Output 1: Investment Promotion**

#### **(7) Continuous Improvement of Investment Promotion Materials**

APIEX is expected to continue with the enrichment of written materials aimed at providing investors with updated information and commentaries related to investment in Mozambique. The Project took initiatives to develop and revised *Laws and Regulations related to FDI, Mozambique Investment Procedure Guide / Mozambique Business Licensing Guide*, and *Facts about Mozambique* which all became the centerpiece of APIEX’s promotion materials. APIEX is expected to take advantage of these materials when responding inquiries made by investors and at the same time to update and improve them as may be necessary.

#### **(8) Utilization of SOP for Conducting Promotion Events**

It is recommended that APIEX shall leverage *SOP for Conducting Promotion Events* to enrich seminars and other promotion events it involves. The said SOP, developed through JPT-APIEX collaboration, lays out procedural steps and their detailed operation for the preparation and management of promotion events. Some of the steps specified in the SOP are not currently practiced by APIEX. Conducting questionnaire surveys, systematical management of information on potential investors (seminar participants), management of APIEX investment promotion strategy are among those activities not yet fully implemented. In this light, it is advisable that APIEX undertake gradually the above-mentioned activities by referring to the SOP.

### **Output 2: Investment Approval and Facilitation**

#### **(9) Digital Archiving of Documents related to Investment Projects**

As per JPT’s advice, APIEX started to scan related documents and to archive them to PDF file, from investment projects approved after January 2018. Archiving information on digital media in addition to the paper is the first step in building a mechanism that allows APIEX staff to search and retrieve necessary information anytime and anywhere. Unfortunately, JPT could not support the construction of a system for utilizing digitized documents. In the future, APIEX will need to consider how to utilize digitized documents.

#### **(10) Updating Business License Information**

When there is a change in the license acquisition information, APIEX official will need to collect information on a case-by-case basis and update the information for investors in the form of a revision of *Mozambique Business Licensing Guide*.

Regular meetings need to be held continuously so that the focal points established between the licensing departments of each ministry and agency and APIEX will further deepen cooperation and deepen support for companies in the future. In addition, JPT proposes to promptly appoint a replacement person and maintain an appropriate relationship even if the reassignment of the person in charge occurs.

#### **(11) Expansion of Investment Monitoring to other Provinces**

Provincial delegations play a major role in investment monitoring. This was fully confirmed in the three pilot provinces targeted by the Project, including cooperation with the SDAE. The operation method was documented in a SOP, and JPT assisted the staff in charge of APIEX HQ be able to expand to other provinces. It is suggested that all provinces carry out the same level of monitoring activities and extend to non-pilot Provincial Delegations so that collected information can be standardized.

It is also desirable to hold a national meeting with officials from all provincial delegations once a year. In addition to facilitation for approved projects, there are also matters that should be shared and discussed between the HQ and Provincial Delegations regarding the promotion of new investment.

### **Output 3: Strengthen PEPIC**

#### **(12) Activities for Policy Advocacy**

Policy advocacy is one of essential functions of IPA. APIEX is in a position to stand with investors for obstacles faced, and to clear ways to create smooth investment environment. There will be such issues, identified through investment monitoring and aftercare, which cannot be dealt only by the authority of APIEX. It is recommended for APIEX to bring those issues to inter-ministerial/institutional body such as PEPIC, or to be discussed directly with ministries concerned for the respective issues, including procedural simplification, revision of legislature or regulatory framework for more investor-friendly administrative system.

#### **(13) Utilization of Investment and Export Promotion Strategy (PEPIC)**

The new PEPIC (2020-2029), currently under preparation, will take some more time to be approval by Council of Ministers, after the Project completion in March 2020. The Final Draft of PEPIC was discussed at RT Meeting held on 22 November 2019, needed to be finalized by reflecting the comments by the RT participants. It is recommended that PEPIC document to be finalized as soon as possible for the cabinet approval. After the formalization granted, it is also recommended to APIEX to hold periodical RT Meetings for monitoring progress with all 21 PEPIC member institutions, with strong leadership for implementing PEPIC activities.

### 3. Implementation Plan and Structure for Achieving Overall Goal of the Project

#### (1) Implementation Plan

Table 22 summarizes the implementation plan for the next five years based on the recommendations of the previous section.

**Table 22: Implementation Plan for Achieving Overall Goal of the Project**

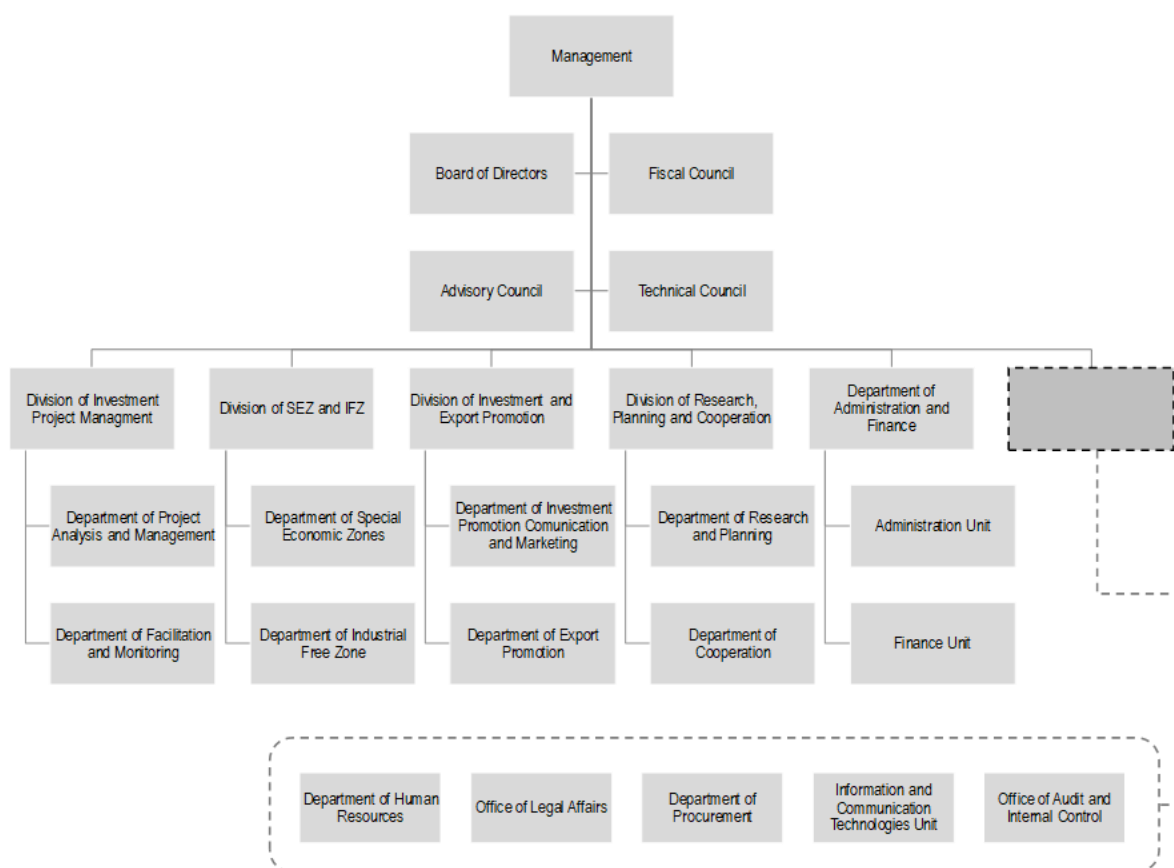
Actions (based on Recommendations)	Responsible Offices	Period				
		2020	2021	2022	2023	2024
Organizational Management and Human Resources Development						
(1) Making the Most of Manual for Planning, Budgeting and Preparation of Reports	DPCPE					
(2) Revision of APIEX HRD Plan	DHR					
(3) Planned Implementation of IT Training for Staff	DHR, DTIC					
Information Management						
(4) Utilization of the Cloud	DTIC					
(5) Regular Update of Web Contents	DPIE, DTIC					
(6) Securing Budget for Information System Development and Maintenance	DAF, DTIC					
Output 1: Investment Promotion						
(7) Continuous Improvement of Investment Promotion Materials	DPIE					
(8) Utilization of <i>SOP for Conducting Promotion Events</i>	DPIE					
Output 2: Investment Approval and Facilitation						
(9) Digital Archiving of Documents related to Investment Projects	DGFPI					
(10) Updating Business License Information	DGFPI					
(11) Expansion of Investment Monitoring to other Provinces	DGFPI					
Output 3: Strengthen PEPiP						
(12) Activities for Policy Advocacy	DECPE					
(13) Utilization of Investment and Export Promotion Strategy	DECPE					

Note: DGFPI: Division of Investment Project Management and Facilitation, DPIE: Division of Investment and Export Promotion, DECPE: Division of Studies, Cooperation and Special Project, DHR: Department of Human Resources, DTIC: Department of IT and Communication

Source: JICA Project Team

#### (2) Implementation Structure

The organization structure defined in Organization Statute of APIEX is as follows.



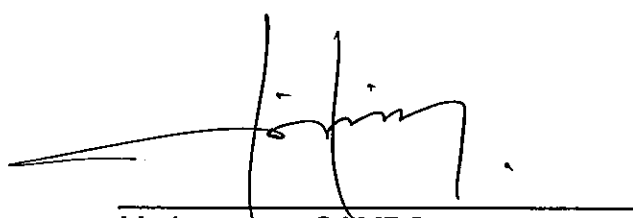
Source: APIEX Organization Statute

**Figure 4:** APIEX Organization Structure (as of December 2019)

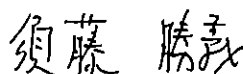
## **Annex 1 : Record of Discussions**

**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, 25<sup>th</sup> 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 23<sup>rd</sup> 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 31<sup>st</sup> of March, 2005 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on 28<sup>th</sup> 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 23<sup>rd</sup> 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.

(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, 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 31<sup>st</sup> 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

1.

3)

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
<b>Overall Goal</b> 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.		
<b>Project Purpose</b> 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.		
<b>Outputs</b>					
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"> <li>- Information provision for interested investors (including management of client information)</li> <li>- Development/improvement of investment promotion materials (such as sector profile and investment guide)</li> <li>- Organization of promotional events (such as missions and seminars)</li> <li>- Selection of priority target market and proactive promotional activities for such market</li> </ul> <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</p> <p>(1) Investment Promotion</p> <p>(2) Investment Approval/Investment Facilitation</p> <p>(3) Organizational Management</p> <p>(4) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel</p> <p>(1) Project Director</p> <p>(2) Project Manager</p> <p>(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"> <li>- Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects</li> <li>- Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses)</li> <li>- Investment monitoring: Effective communication with approved investment projects, information management of realized investment</li> </ul> <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>

## Tentative Plan of Operation

Version 0

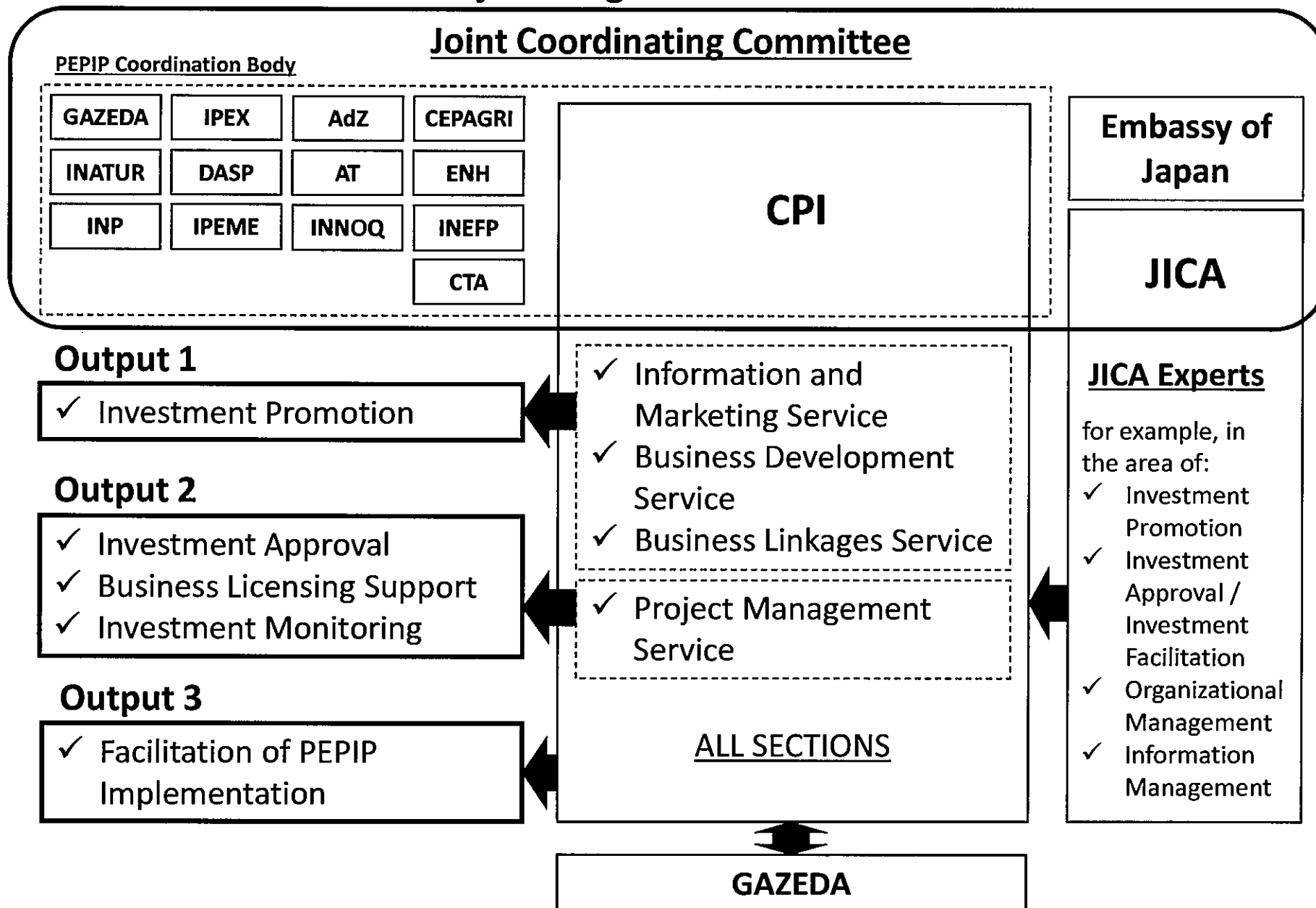
Dated 25 Nov, 2015

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

Project Title: Project for Enhancing Capacity of Investment Promotion and Facilitation																										Data to Row 2019						Monitoring		
Inputs		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								
Expert																																		
Investment Promotion	Plan																																	
	Actual																																	
Investment Approval / Investment Facilitation	Plan																																	
	Actual																																	
Organizational Management	Plan																																	
	Actual																																	
Information Management	Plan																																	
	Actual																																	
Equipment																																		
Necessary equipment will be determined after commencement of the Project.	Plan																																	
	Actual																																	
Training in Japan/Third country Training																																		
Counterpart training in Japan and/or third countries	Plan																																	
	Actual																																	
Activities																																		
Sub-Activities																																		
Output 1: CPI's investment promotion activities are improved.																																		
1.1 The current situation of CPI's investment promotion activities is analyzed.	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
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.	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
1.3 Concrete actions for improving investment promotion activities are taken through daily operation and by referring to other countries' good practices.	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
1.4 CPI's way of conducting promotion activities in a investor-oriented manner is established	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
Output 2: perations for investment approval, business licensing support and investment monitoring become smooth and effective.																																		
2.1 The current situation of CPI's operations related to investment approval, business licensing support and investment monitoring is analyzed.	⊙	⊙	⊙																															
		Plan																																
	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 improving the operations to achieve higher investor orientedness.	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
2.3 Concrete actions for improving the operations are taken referring to other countries' good practice.	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
2.4 CPI's investor-oriented operations related to investment approval, business licensing support and investment monitoring are established	⊙	⊙	⊙																															
		Plan																																
	Actual																																	
Output 3: PEPIP implementation is advanced through facilitation by CPI.																																		
3.1 Relevant knowledge concerning PEPIP Implementation is acquired.	⊙	⊙																																
		Plan																																
	Actual																																	
3.2 Appropriate measures are taken for advancing PEPIP implementation making use of the knowledge acquired.	⊙	⊙																																
		Plan																																
	Actual																																	
Duration / Phasing																																		
Plan																																		
Actual																																		

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



## 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

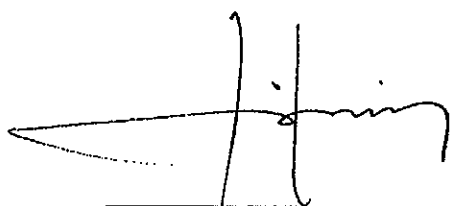
Embassy of Japan in Mozambique

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 7<sup>th</sup> to 23<sup>rd</sup> 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, 23<sup>rd</sup> 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

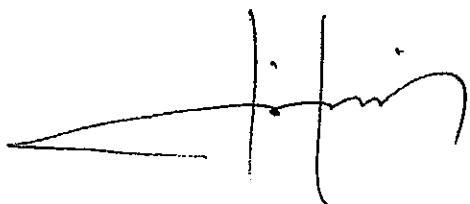
Mr. Lourenço Sambo	Director General, CPI
Mr. Nuno Maposse	Coordinator, Information and Marketing Service, CPI
Ms. Sattie Rohit	Staff responsible for aftercare and follow-up activities, Project Management Service, CPI
Ms. Yuko Tanaka	Investment Promotion Advisor, CPI

### Japanese Side

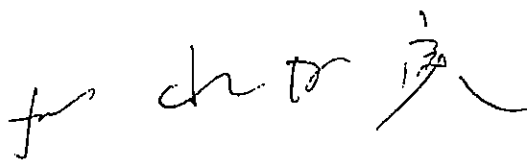
Mr. Minoru Yamada	Leader, Detailed Planning Survey Team of JICA
Mr. Hidekazu Tanaka	Evaluation Analysis, Detailed Planning Survey Team of JICA
Mr. Hiroki Sakamoto	Cooperation Planning, Detailed Planning Survey Team of JICA
Mr. Issei Aoki	Representative, JICA Mozambique Office
Mr. Simoes Victorino	Program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

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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 23<sup>rd</sup> 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 31<sup>st</sup> March 2005 (hereinafter referred to as "the Agreement") and the Note Verbales No.203 /A/13 exchanged on 11<sup>th</sup> 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 23<sup>rd</sup> 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 24<sup>th</sup> 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;
- (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

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.

### **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 31<sup>st</sup> 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

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"> <li>- Information provision for interested investors (including management of client information)</li> <li>- Development/improvement of investment promotion materials (such as sector profile and investment guide)</li> <li>- Organization of promotional events (such as missions and seminars)</li> <li>- Selection of priority target market and proactive promotional activities for such market</li> </ul> <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</p> <p>(1) Investment Promotion</p> <p>(2) Investment Approval / Investment Facilitation</p> <p>(3) Organizational Management</p> <p>(4) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel</p> <p>(1) Project Director</p> <p>(2) Project Manager</p> <p>(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>Pre-Conditions</p> <p>↓</p> <p>&lt;Issues and countermeasures&gt;</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"> <li>- Management of investment approval: Shortening and/or simplification of approval process, information management of proposed projects</li> <li>- Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses)</li> <li>- Investment monitoring: Effective communication with approved investment projects, information management of realized investment</li> </ul> <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>			

2

h.

## 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), 2015~(month), 2019

Project Site: Maputo City

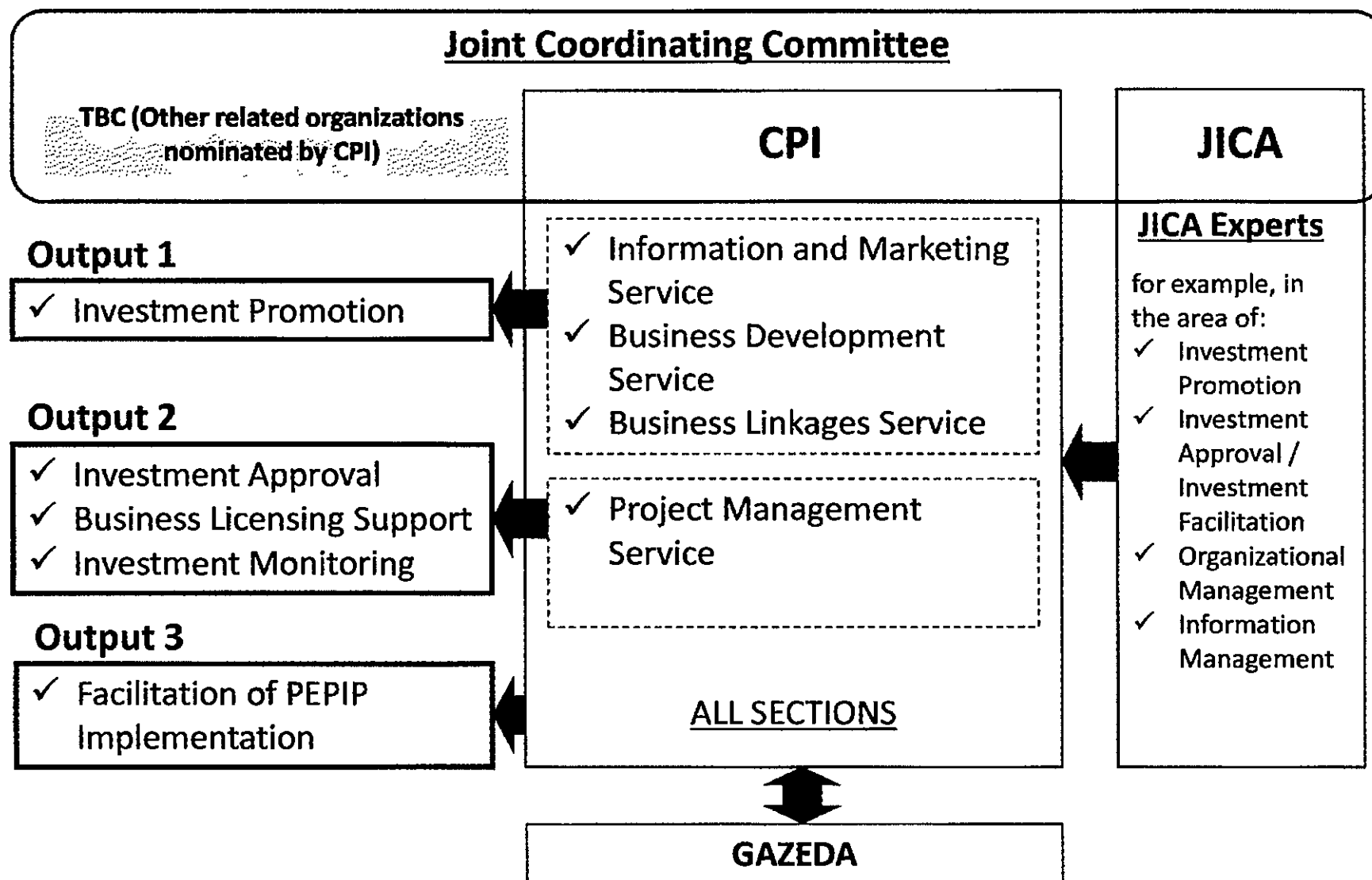
Model Site: (none)

Version 0

Dated XX May, 2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption	Achievement	Remarks
<b>Overall Goal</b>					
National and foreign direct investment is increased.	- Number and amount of national and foreign direct investment approved by CPI.	- CPI's report	There will be no socio-economic incident which has substantial negative changes on direct investment in Mozambique.		
	- Number and amount of realized national and foreign direct investment approved by CPI.	- CPI's report			
<b>Project Purpose</b>					
CPI's capacity for investment promotion and facilitation is enhanced.	- Investors' satisfaction	- Interview to national and foreign companies.	There will be no substantial negative changes in investment policy of the Mozambican government.		
	- Period required for obtaining investment approval	- Interview to CPI, relevant government offices, national and foreign enterprises			
<b>Outputs</b>					
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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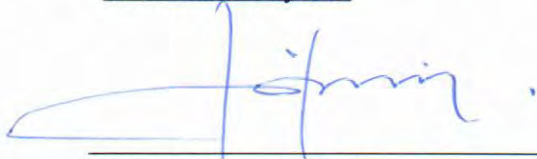
## **Annex 2: Meeting Minutes of JCC Meetings**

## **MINUTES OF MEETING**

**1<sup>st</sup> 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



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

Confirmation by JICA Project Team



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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**

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The 1<sup>st</sup> Joint Coordination Committee (JCC) Meeting

Date: Friday, 18 March 2016, 09:00 ~12:00

Venue: Hotel Avenida

Participants: See the list attached

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### **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. Aníbal 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 <ul style="list-style-type: none"><li>- Mr. Lourenço SAMBO, General Director of CPI</li><li>- Mr. Katsuyoshi SUDO, Chief Representative of JICA Mozambique Office</li></ul>
9:50-10:10	Presentation 1 <ul style="list-style-type: none"><li>- 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)</li></ul>
10:15-10:40	Presentation 2 <ul style="list-style-type: none"><li>- Outline of the Project and the Work Plan (Mr. Hidekazu TANAKA, Team Leader of JICA Expert Team)</li></ul>
10:45-11:45	Discussion <ul style="list-style-type: none"><li>- Feedback on the Work Plan (All)</li></ul>
11:50-11:55	Closing Remark <ul style="list-style-type: none"><li>- Mr. Susumu KATSUMATA, Industrial Development and Public Policy Department, JICA</li></ul>
12:00-13:00	Lunch

## Attachment-2: List of participants

No.	Name	Position	Organization	Email address
<b>CPI</b>				
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	
<b>PEPIP Members</b>				
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
<b>Embassy of Japan/ JICA Mozambique</b>				
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
<b>JICA HQ/ Expert Team</b>				

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

**2<sup>nd</sup> 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



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

Confirmation by JICA Project Team



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**

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The 2<sup>nd</sup> Joint Coordination Committee (JCC) Meeting

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

Venue: Hotel Avenida

Participants: See the list attached

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**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



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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.



- 1) JICA Project Activity for the 1<sup>st</sup> Year (2016) and plan for the 2<sup>nd</sup> 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

#### 1<sup>st</sup> 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.



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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).

## 2<sup>nd</sup> 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,



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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

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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 <sup>st</sup> Year (2016) and plan for the 2 <sup>nd</sup> Year (2017)o	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



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## 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



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	Medium Enterprises (IPEME)		
14.	National Institute for Quality Standardization(INNOQ)	Geraldo Albasini	Deputy General Director
15.	IPPELAC (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
<b>JICA MOZAMBIQUE</b>		
1.	Katsuyoshi Sudo	Resident Representative
2.	Hidetake Aoki	Deputy resident representative
3.	Hiroshi Yokoyama	Assistant Representative
4.	Simões Victorio	Program Officer
<b>JAPAN EMBASSY</b>		
5.	Koji Hanawa	First Secretary
6.	Yasuma Takao	Researcher/ Adviser
<b>JETRO Johannesburg (Observer)</b>		
7.	Fumito Takahashi	Director
<b>JICA PROJECT TEAM</b>		
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 Robbette	Investment Approval/ Facilitation (Business Environment)
12.	Ryota Sai	Investment Approval/ Facilitation (Procedure)
13.	Yukiyo Yamada	Information Management

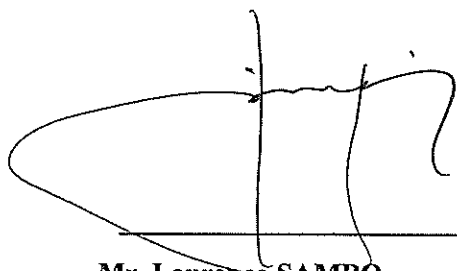


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**MINUTES OF MEETING**  
**3<sup>rd</sup> Joint Coordination Committee (JCC)**  
**for**  
**Project for Enhancing Capacity of Investment Promotion and Facilitation**  
**in**  
**The Republic of Mozambique**

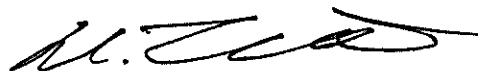
Held on:  
May 11, 2018  
Hotel Avenida, Maputo

**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**

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The 3<sup>rd</sup> Joint Coordination Committee (JCC) Meeting

Date: Friday, 11 May 2018, 09:00 – 12:30

Venue: Hotel Avenida

Participants: See the list attached

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**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.

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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)

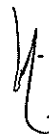
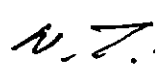
We are pleased to inform you that this third meeting of the Project Coordination Committee for Capacity-Building for Investment Promotion and Facilitation has as its main objectives the signing of the Revised Agreement on the Project, sharing the progress of the actions carried out within the framework 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

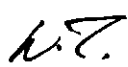
## **3. Question and Answer (QA) Session**

### **1<sup>st</sup> 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.

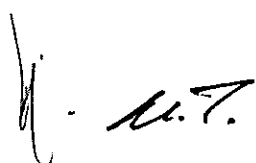
**Mr. Hidekazu TANAKA – Team Leader, JICA Project Team**

- 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.

**2<sup>nd</sup> 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**

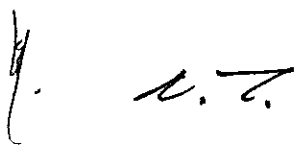
##### **Closing Remarks by Mr. Lourenço Sambo, Director General, APIEX**

- 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

**3<sup>rd</sup> Joint Coordination Committee Meeting**

Agenda

<b>Time</b>	<b>Session Title</b>	<b>Presenter/Lead</b>
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.	Osvaldo Namuaca	Former CPI- SPX program
16.	Teresa Martins	Former GAZEDA – Communication & Marketing Division
17.	Danúbio Lado	Former CPI - Information and Marketing Division

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
<b>JICA MOZAMBIQUE OFFICE</b>		
1.	Hiroaki Endo,	Chief Representative
2.	Hidetake Aoki	Deputy resident representative
3.	Yayoi Arima	Project Formulation Advisor
4.	Dalmiro Leonardo Joel	Public Relations Officer
<b>EMBASSY OF JAPAN</b>		
5.	Koji Hanawa	First Secretary
<b>JETRO MAPUTO OFFICE (Observer)</b>		
6.	Akiko Abe	Director
<b>JICA PROJECT TEAM</b>		
7.	Hidekazu Tanaka	Team Leader/ Investment Promotion
8.	Munenori Ishida	Deputy Team Leader/Organizational Management
9.	David Robbette	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




**MINUTES OF MEETING**  
**4<sup>th</sup> 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**



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

**Confirmation by JICA Project Team**



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**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**

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The 4<sup>th</sup> Joint Coordination Committee (JCC) Meeting

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

Venue: Hotel Avenida

Participants: See the list attached

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**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 4<sup>th</sup> 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.

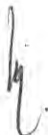
The Project to Strengthen the Capacity for Investment Promotion and Facilitation in Mozambique, supported by JICA, covers the areas of (1) Investment Promotion, (2) Investment Facilitation and (3) Elaboration of the Strategic Plan for the Promotion of Investment and Trade in Mozambique (PEPIC).

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 4<sup>th</sup> 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 3<sup>rd</sup> Project Achievements (2018-19) , by JICA Team

- 2) The plan for 4<sup>th</sup> 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**

#### **1<sup>st</sup> Q&A SESSION: JICA Project Activities and PEPIC 2<sup>nd</sup> 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.

**2<sup>nd</sup> 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

**4<sup>th</sup> Joint Coordination Committee Meeting**

Agenda

<b>Time</b>	<b>Session Title</b>	<b>Presenter/Lead</b>
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 Capitine	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
<b>JICA MOZAMBIQUE OFFICE</b>		
1.	Hiroaki Endo,	Chief Representative
2.	Hidetake Aoki	Deputy resident representative
3.	Hiroyuki Nonaka	Project Formulation Advisor
4.	Dalmiro Leonardo Joel	Public Relations Officer
<b>EMBASSY OF JAPAN</b>		
5.	Shintaro Torigoe	Researcher/ Advisor
<b>JETRO MAPUTO OFFICE</b>		
6.	Fumito Takahashi	Representative (JETRO Johannesburg Office)
7.	Atsushi Matsunaga	Director
<b>JICA PROJECT TEAM</b>		
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**  
**5<sup>th</sup> 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**

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The 5<sup>th</sup> Joint Coordination Committee Meeting

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

Venue: Hotel Avenida

Participants: See *Attachment-2*

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### **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)**

### **1<sup>st</sup> 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**

**5<sup>th</sup> Joint Coordination Committee Meeting**

Agenda

<b>Time</b>	<b>Session Title</b>	<b>Presenter/Lead</b>
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

## **Annex 3: Project Monitoring Sheet (Ver. 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.<sup>1</sup>

**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%

<sup>1</sup> 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 APIEX<sup>2</sup>
- Counterpart staff: APIEX staff in charge of relevant subjects<sup>3</sup>

#### 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 2<sup>nd</sup> 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**

<sup>2</sup> 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.

<sup>3</sup> 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 3<sup>rd</sup> 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"> <li>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.</li> <li>The final version of Baseline Survey (October 2016) was confirmed at the 6th PEPiP Roundtable Meeting held in November 2016.</li> </ul>
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"> <li>Based on the Baseline Survey, Action Plan (consists of 41 Subjects and 132 Actions, in total) was drafted.</li> <li>Action Plan was finalized and presented at the 2nd JCC Meeting in March 2017.</li> </ul>
1.3	Concrete actions for improving investment promotion activities are taken.	On-going	<p><u>Conduct Effective Operation of Promotion Events (AP<sup>4</sup> 212)</u></p> <ul style="list-style-type: none"> <li>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).</li> <li>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.</li> </ul> <p><u>Update existing promotion materials and produce new materials (AP 221)</u></p> <ul style="list-style-type: none"> <li>"Laws and Regulations related to FDI in Mozambique" was updated and the latest edition was printed in August 2019.</li> <li>"Facts about Mozambique" was also revised to update the information and data it carries in July 2019.</li> <li>"Mozambique Investment Procedure Guide" (Eng. and Por.) and Mozambique Business Licensing Guide" (Eng. and Por.) were finalized and printed in August 2019.</li> <li>All of the above materials were distributed in FACIM while new editions of Laws/Regulations and Facts were distributed at TICAD VII as well.</li> </ul>

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<sup>4</sup> 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"> <li>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.</li> </ul> <p><u>Set up library of promotion materials and ensure easy access to materials (AP222)</u></p> <ul style="list-style-type: none"> <li>All the new materials (new editions) were made available on the newly opened APIEX website in September 2019.</li> <li>Small racks were set up at the main entrance of APIEX headquarters (ex-GAZEDA office) to display and distribute promotion materials.</li> </ul>
1.4	APIEX's way of conducting promotion activities in an investor-oriented manner is established.	On-going	<ul style="list-style-type: none"> <li>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.</li> <li>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.</li> </ul>

### 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"> <li>The current situation was analyzed and compiled in the Baseline Survey and the draft report completed in September 2016.</li> <li>The final version of Baseline Survey (October 2016) was presented at the 6th PEPPI Roundtable Meeting held in November 2016.</li> </ul>
2.2	Based on the results of the analysis, problems are	Completed	<ul style="list-style-type: none"> <li>Based on the Baseline Survey, Action Plan (consists of 41 Subjects and 132 Actions, in total) was drafted.</li> </ul>

## PM Form 3-1 Monitoring Sheet Summary

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

## 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	<u>Business Licenses</u> <ul style="list-style-type: none"> <li>JPT prepared information materials for investors to have knowledge prior to investment procedures.</li> </ul> <u>Investment Monitoring &amp; Aftercare</u> <ul style="list-style-type: none"> <li>JPT established the internal system for APIEX identify investors in need for aftercare.</li> </ul>

### 1-2-3. Output 3

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

## 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, IPME during March to April 2019.</p> <ul style="list-style-type: none"> <li>• Due to the renewed initiative for PEPIC, the support activities are to be re-considered along with finalization of the draft PEPIC.</li> </ul>
3.4	The activity 3-3 are taken in cooperation with those institutions.	On-going	<ul style="list-style-type: none"> <li>• Among PEPIC member institutions, IPME and AdZ are to send their staff to JICA training program in Japan.</li> <li>• Due to the renewed initiative for PEPIC, the cooperation with institutions is to be re-considered.</li> </ul>

### 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"> <li>• Based on the Baseline Survey, Action Plan (consists of 41 Subjects and 132 Actions, in total) was drafted.</li> <li>• Action Plan was finalized and presented at the 2nd JCC Meeting in March 2017.</li> <li>• 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.</li> </ul>
	Actions	On-going	<p><u>Consolidate Planning, Budgeting and Reporting System (AP122)</u></p> <ul style="list-style-type: none"> <li>• 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.</li> </ul> <p><u>Accumulate Business Knowledge (AP133)</u></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>

			<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"> <li>Access training was planned and conducted for 10 APIEX staff in September 2019.</li> </ul>
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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 2019<sup>5</sup>, 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"> <li>"Laws and Regulation related to FDI" and "Facts about Mozambique" were revised as 2<sup>nd</sup> edition and 3<sup>rd</sup> edition respectively and published in August 2019.</li> <li>78% of investors approved in 2017 answered that "Laws and Regulations related to FDI" is useful for foreign investors.</li> </ul>
(2)	Number of investment promotion events held by APIEX and participants' satisfaction to each event	<ul style="list-style-type: none"> <li>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)".</li> <li>50% of the investors reported that APIEX needs to improve investment promotion activities (e.g. promotion events).</li> </ul>
(3)	Manuals for investment promotion activities	<ul style="list-style-type: none"> <li>There is no manual for investment promotion activities, but standard operating procedure (SOP) will be developed with JPT's support for APIEX</li> </ul>

<sup>5</sup> 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"> <li>Investment approval: None (SOP framework will be prepared)</li> <li>Business licensing support: Mozambique Business Licensing Guide developed</li> <li>Investment monitoring: None (has started to draft SOP)</li> </ul>

### 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"> <li>• The 6<sup>th</sup> PEPiP Roundtable Meeting was held on November 23, 2016.</li> <li>• Visits to PEPiP member institutions were conducted during March to October 2016, for monitoring progress and explanation of PEPiP activities.</li> <li>• Next phase PEPiP (2017-2019) has been studied by JPT and presented its outline at Roundtable Meeting in November 2016.</li> <li>• JPT provided comments and recommendations to the Preliminary Draft of PEPiC (2020-2030) at the 7<sup>th</sup> PEPiP Roundtable Meeting was held on December 6, 2018.</li> <li>• JPT assisted in drafting 2<sup>nd</sup> version of PEPiC draft during March to April 2019, to be presented at JCC Meeting on 24 May 2019.</li> <li>• JPT is continuing to assist Draft Final PEPiC (2020-30) as of September 2019.</li> </ul>

**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"> <li>• Investors' satisfaction with investment promotion seminars will be surveyed at upcoming promotion events.</li> </ul>

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

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

**4-3. Output 3**

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

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

		<ul style="list-style-type: none"> <li>Needs assessment meetings with Directors of new APIEX Divisions will be conducted.</li> <li>Human Resources Development (HRD) Plan 2020-2022 will be drafted.</li> </ul> <p><u>Implement new HRD Plan (AP132)</u></p> <ul style="list-style-type: none"> <li>HRD Plan 2020-2022 relative to Project's outputs will be implemented.</li> </ul> <p><u>Accumulate Business Knowledge (AP133)</u></p> <ul style="list-style-type: none"> <li>Investment promotion agencies in Japan will be visited for learning their good practices during the third Training in Japan.</li> </ul> <p><u>Utilize IT tools more effectively (AP1342)</u></p> <ul style="list-style-type: none"> <li>Make plan of training / seminar for feminization of IT tools</li> <li>Conduct training / seminar for feminization of IT tools</li> </ul> <p><u>Strengthen information security awareness (AP1343)</u></p> <ul style="list-style-type: none"> <li>Make plan of training / seminar for information security awareness</li> <li>Conduct training / seminar for information security awareness</li> </ul>
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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 <sup>nd</sup> edition	August 2017
4.	Laws and Regulations of Related to Foreign Direct Investment in Mozambique (Eng. and Por.), 2 <sup>nd</sup> edition	August 2017
5.	Facts about Mozambique, 2 <sup>nd</sup> 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 <sup>rd</sup> edition	August 2019
10.	Laws and Regulations of Related to Foreign Direct Investment in Mozambique (Eng. and Por.), 3 <sup>rd</sup> edition	August 2019
11.	Mozambique Investment Procedure Guide/Mozambique Business Licensing Guide (Eng. and Por.), 1 <sup>st</sup> 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

#### 12<sup>th</sup> US-Africa Business Summit (June 2019)

Mozambique was selected to host the 12<sup>th</sup> 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 4<sup>th</sup> 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
<b>Overall Goal</b>					
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)	The total of former CPI + GAZEDA
	(2) Number and amount of realized national and foreign direct investment approved by APIEX	(2) APIEX's report		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%)	
<b>Project Purpose</b>					
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	
<b>Outputs</b>					
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	

## PM Form 3-1 Monitoring Sheet Summary

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
	(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
	(2) Number of guidance/advice provided for PEPiP implementation	(2) Project report

Mozambique Business Licensing Guide was developed in which, the list of authorizing departments with their contact information is included.	
Mozambique Business Licensing Guide was developed in which, the list of business licenses and authorizing organizations is included.	
None since 2017 but APIEX has been conducting investment monitoring at the provincial level and captured the degree of investment realization.	
Investment approval: None (has started to draft SOP) Business licensing support: Mozambique Business Licensing Guide developed Investment monitoring: None (has started to draft SOP)	
Implementation of PEPiP (2014-2016) was evaluated by three criteria: Green (G: full implementation), Light Green (LG: partial implementation) and Red (R: No implementation). 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	
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	

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"> <li>- Information provision for interested investors (including management of client information)</li> <li>- Development/improvement of investment promotion materials (such as sector profile and investment guide)</li> <li>- Organization of promotional events (such as missions and seminars)</li> <li>- Selection of priority target market and proactive promotional activities for such market</li> </ul> <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>	Counterpart staff will not leave APIEX.
<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"> <li>- Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects</li> <li>- Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses)</li> <li>- Investment monitoring: Effective communication with approved investment projects, information management of realized investment</li> </ul> <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><b>Pre-Conditions</b></p> <p></p> <p><b>&lt;Issues and countermeasures&gt;</b></p>

## Monitoring Sheet II

Version No. 8

Dated: September 30, 2019

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

Inputs		Year	1st Year (2016)				2nd Year (2017)				3rd Year (2018)				4th Year (2019)				5th year (2020)				Remarks	Issue	Solution
			I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Expert																									
Team Leader / Investment Promotion		Plan																					The number of Field Work for Expert "Investment Approval / Investment Facilitation (Business Environment)" was increased from 13 to 28.	- A portion of field assignment of 2nd project year (October 2017) for Experts "Team Leader / Investment Promotion" and "Deputy Team Leader / Organizational Management" was conducted in Vietnam as part of Study Tour to Third Countries.	No special action required
		Actual																							
		Plan																							
		Actual																							
		Plan																							
		Actual																							
		Plan																							
		Actual																							
		Plan																							
		Actual																							
Deputy Team Leader / Organizational Management		Plan																							
		Actual																							
Investment Approval / Investment Facilitation (Legal Aspect)		Plan																							
		Actual																							
Investment Approval / Investment Facilitation (Business Environment)		Plan																							
		Actual																							
Investment Approval / Investment Facilitation (Procedure)		Plan																							
		Actual																							
Information Management		Plan																							
		Actual																							
Equipment																									
Necessary equipment will be determined after commencement of the Project.		Plan																							
		Actual																							
Training in Japan and Third Countries																									
Counterpart training in Japan Study Tour to Third Countries Study in Neighboring Countries		Plan																							
		Actual																							

Activities										Year		1st Year				2nd Year				3rd Year				4th Year				5th year				Resp. Org.		Achievements		Issue & Countermeasures	
												I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	JPN	Moz.				
Sub-Activities																																					
Output 1: CPI's investment promotion activities are improved.																																					
1.1 The current situation of APIEX's investment promotion activities is analyzed.		◎	◎				○	Plan																				JICA	APIEX	- The current situation of APIEX's promotion activities and promotion tools (publications and website) was analyzed. - Findings were summarized in Baseline Survey Report and it was finalized in Oct. 2016.	No further action required						
								Actual																													
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.		◎	◎				○	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																													
1.3 Concrete actions for improving investment promotion activities are taken through daily operation and by referring to other countries' good practices.		◎	◎				○	Plan																				JICA	APIEX	- Laws and Regulations related to FDI was revised in Aug. 2019 and distributed at TICAD VII and FACIM 2019. - Facts about Mozambique was revised in Aug. 2019 and distributed at TICAD VII and FACIM 2019. - Mozambique Investment Procedure Guide and Business Licensing Guide was published in Aug. 2019 and distributed in FACIM 2019. - For actions related to website, new APIEX website was launched in Aug. 2018 and investment tools were uploaded on to the new site.							
								Actual																													
1.4 APIEX's way of conducting promotion activities in a investor-oriented manner is established.		◎	◎				○	Plan																				JICA	APIEX	- Japan Desk was set up as a window to support Japanese companies investing in Mozambique and it helped provide potential investors with investment-related information in events such as Tokyo seminar on Feb. 2, 2018.							
								Actual																													

[illegible]

[illegible]

## **Annex 4: Action Plan Version 3**

**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
Investment Approval and Facilitation (Output 2)	Investment Approval	AP232 Use government domain	3	3
		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
		<del>AP314</del> 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 <b>Contact investors and provide aftercare services within APIEX's scope</b>	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"> <li>• List of responsibilities of Policy Planning Unit and its structure will be drafted.</li> </ul> <p><u>Action-2: Discuss TOR with DG and DDG</u></p> <ul style="list-style-type: none"> <li>• List of responsibilities and structure will be modified based on the discussion with DG and DDG.</li> </ul> <p><u>Action-3: Establish Policy Planning Unit</u></p> <ul style="list-style-type: none"> <li>• Policy Planning Unit will be set up under DG and DDG.</li> </ul>
Timeline	■ Short term □ 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"> <li>• List of responsibilities of Legal Unit and its structure will be drafted.</li> </ul> <p><u>Action-2: Discuss TOR with DG and DDG</u></p> <ul style="list-style-type: none"> <li>• List of responsibilities and structure will be modified based on the discussion with DG and DDG.</li> </ul> <p><u>Action-3: Establish Legal Unit</u></p> <ul style="list-style-type: none"> <li>• Legal Unit will be set up under DG and DDG.</li> </ul>
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"> <li>• Organizational structure of new organization will be analyzed.</li> </ul> <p><u>Action-2: Draft Terms of Reference (TOR) of Monitoring Unit</u></p> <ul style="list-style-type: none"> <li>• List of responsibilities of Monitoring Unit and its structure will be drafted.</li> </ul> <p><u>Action-3: Discuss TOR with DG and DDG</u></p>

	<ul style="list-style-type: none"> <li>List of responsibilities and structure will be modified based on the discussion with DG and DDG.</li> </ul> <p><u>Action-4: Establish Monitoring Unit or assign full-time officers</u></p> <ul style="list-style-type: none"> <li>A unit dedicated to investment monitoring will be set up or full-time officers who engage in monitoring will be assigned.</li> </ul>
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"> <li>Survey hardware, software, network and server configuration of former GAZEDA by questionnaire and interviewing with IT staff</li> </ul> <p><u>Action-2: Identify necessary equipment to enhance the network stability</u></p> <ul style="list-style-type: none"> <li>Analyze the specification of current network equipment</li> <li>Survey procurable network equipment in the market</li> </ul> <p><u>Action-3: Purchase necessary equipment (e.g. router for business purpose) (*)</u></p> <ul style="list-style-type: none"> <li>Prepare budget for purchasing necessary equipment (*)</li> </ul>

	<ul style="list-style-type: none"> <li>● Purchase necessary equipment (*)</li> </ul> <p><u>Action-4: Improve server configuration such as setting of filtering (*)</u></p> <ul style="list-style-type: none"> <li>● Analyze current server setting (*)</li> <li>● Study applicable sever settings to improve network stability (*)</li> <li>● Change server setting (*)</li> </ul> <p><u>Action-5: Establish rules for network usage</u></p> <ul style="list-style-type: none"> <li>● Prepare draft rules for network usage</li> <li>● Draft rules are approved by top management (*)</li> <li>● Disseminate the rules to APIEX staff (*)</li> </ul>
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"> <li>● 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.</li> <li>● For Action-5, draft rules for network usage will be prepared as a document.</li> </ul>

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"> <li>● Study applicable backup method and necessary backup device</li> <li>● Make suggestions for improving current backup method</li> <li>● Purchase backup device, if necessary (*)</li> <li>● Improve current backup method or implement new backup method (*)</li> </ul> <p><u>Action-2: Establish data backup method at office at second office (former CPI office)</u></p> <ul style="list-style-type: none"> <li>● Study applicable backup method and necessary backup device</li> <li>● Make suggestions for improving current backup method</li> </ul>

	<ul style="list-style-type: none"> <li>● Purchase backup device, if necessary (*)</li> <li>● Implement new backup method (*)</li> </ul>
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"> <li>● 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.</li> <li>● Suggestions for improvement of data backup management will be prepared as a document.</li> </ul>

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"> <li>● Make an inventory of existing IT equipment (First year)</li> <li>● Update an inventory at least once a year</li> </ul> <p><u>Action-2: Analyze an inventory and consider methods for effective use</u></p> <ul style="list-style-type: none"> <li>● Analyze an inventory of existing IT equipment</li> <li>● Identify technical methods for effective use without additional cost</li> <li>● Identify necessary IT equipment or accessories for existing IT equipment</li> </ul> <p><u>Action-3: Apply methods for effective use</u></p> <ul style="list-style-type: none"> <li>● Apply technical methods without additional cost</li> <li>● Prepare budget for purchasing necessary accessories for existing IT equipment</li> <li>● Purchase necessary accessories</li> </ul> <p><u>Action-4: Purchase necessary IT equipment according to the implementation of new information system (*)</u></p> <ul style="list-style-type: none"> <li>● Prepare budget for purchasing necessary IT equipment (*)</li> <li>● Purchase necessary IT equipment (*)</li> </ul>

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"> <li>Existing IT equipment will be effectively utilized.</li> <li>Purchase cost of new IT equipment will be reduced.</li> </ul>
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> <li>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.</li> </ul>

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"> <li>Study advantage and disadvantage of utilization of hosting service for web server</li> <li>Study advantage and disadvantage of utilization of hosting service for mail server</li> <li>Study advantage and disadvantage of utilization of cloud storage</li> <li>Study advantage and disadvantage of utilization of cloud groupware</li> <li>Study government regulations on cloud usage</li> </ul> <p><u>Action-2: Utilize hosting service for web server</u></p> <ul style="list-style-type: none"> <li>Study providers who offer hosting service for web server</li> <li>Make a contract with a provider</li> </ul>
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"> <li>APIEX website will be more stable.</li> <li>Mail system will be more stable.</li> <li>Risk of data loss will be reduced.</li> <li>More information will be shared between main office and delegation offices.</li> <li>Purchase cost of new IT equipment will be reduced.</li> </ul>

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"> <li>Annual cycle of planning, budgeting and reporting will be clearly laid out in a document.</li> </ul> <p><u>Action-2: Finalize planning, budgeting and reporting annual cycle and distribute it among staff</u></p> <ul style="list-style-type: none"> <li>Calendar specifying annual cycle of planning, budgeting and reporting will be distributed among staff.</li> </ul> <p><u>Action-3: Develop operation manual for planning, budgeting and preparation of reports</u></p> <ul style="list-style-type: none"> <li>An operation manual about the preparation of plans, budget and reports is developed.</li> <li>This operation manual includes a template for annual plan.</li> </ul> <p><u>Action-4: Revise operation manual for planning, budgeting and preparation of reports, if necessary</u></p> <ul style="list-style-type: none"> <li>An operation manual for will be modified/updated as may be needed.</li> </ul>
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	<p>A clear annual cycle of planning, budgeting and preparation of reports is established.</p> <p>APIEX operation manual for planning, budgeting, and preparation of reports is developed and distributed among the concerned staff.</p>

### 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"> <li>• The needs for capacity development will be identified and prioritized after APIEX staffing is completed.</li> <li>• Budgetary requirements and sources of funds will be defined according to different activities.</li> </ul> <p><u>Action-2: Develop APIEX Human Resources Development Plan 2020-2022</u></p> <ul style="list-style-type: none"> <li>• The capacity development activities from <u>2020-2022</u> will be organized in a plan.</li> </ul>
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"> <li>• Particularly the capacity development activities which are associated with objective and outputs of JICA project will be implemented.</li> </ul> <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"> <li>• Capacity development activities will be monitored closely recommendations will be made as may be needed.</li> </ul>
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"> <li>• Trainees will visit investors and learn about investment decisions.</li> <li>• Trainees will learn how downstream industry of energy sector in other countries has been developed.</li> <li>• Trainees will prepare post-training reports so that newly gained knowledge will be shared with other staff.</li> </ul> <p><u>Action-2: Benchmark good practices of other IPAs (e.g. Third Country Study Tours)</u></p> <ul style="list-style-type: none"> <li>• Trainees visit IPAs and benchmark good practices (e.g. investment promotion, facilitation and monitoring).</li> <li>• Trainees will prepare post-tour reports so that newly gained knowledge will be shared with other staff.</li> <li>• Trainees will participate in and contribute to events such as “investment promotion strategy development meetings.”</li> </ul> <p><u>Action-3: Gain knowledge of challenges in investment climate improvement (e.g. Project Seminars)</u></p> <ul style="list-style-type: none"> <li>• Participants will learn about themes relating closely to improvement of investment environment through project seminars.</li> </ul>
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"> <li>Survey IT skill of APIEX's staff by questionnaire and interviewing with directors</li> </ul> <p><u>Action-2: Make plan of IT-related training for APIEX staff</u></p> <ul style="list-style-type: none"> <li>Identify the IT skill which APIEX staff should improve</li> <li>Study the feasibility of training</li> <li>Prepare a training plan</li> </ul> <p><u>Action-3: Conduct IT-related training (e.g. Excel training) for APIEX staff</u></p> <ul style="list-style-type: none"> <li>Conduct training</li> <li>Feedback training results into future training planning</li> </ul>
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"> <li>Identify the IT tools which should be utilized more effectively</li> <li>Study the feasibility of training or seminar for familiarization of IT</li> </ul>

	<p>tools</p> <ul style="list-style-type: none"> <li>• Prepare a training / seminar plan.</li> </ul> <p><u>Action-2: Conduct training / seminar for familiarization of IT tools</u></p> <ul style="list-style-type: none"> <li>• Conduct training / seminar</li> <li>• Feedback training results into future training planning</li> </ul>
Timeline	<input checked="" 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 conducting training / seminar
Expected Achievements	<ul style="list-style-type: none"> <li>• Information will be shared more effectively between main office and delegation offices, by utilizing schedule and task management IT tool.</li> <li>• Existing IT tools will be utilized more effectively.</li> </ul>

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"> <li>• Identify the important topics on information security for APIEX staff</li> <li>• Study the feasibility of training or seminar for information security awareness</li> <li>• Prepare a training / seminar plan.</li> </ul> <p><u>Action-2: Conduct training / seminar for information security awareness</u></p> <ul style="list-style-type: none"> <li>• Conduct training / seminar</li> <li>• Feedback training results into future training planning</li> </ul>
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 conducting training / seminar
Expected Achievements	Information security awareness will be enhanced.

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

Challenge	<ul style="list-style-type: none"> <li>● Need to improve IT skill required for dairy work.</li> <li>● Schedule and task management IT tools are not fully utilized.</li> <li>● Information security awareness is not enough.</li> </ul>
Actions	<p><u>Action-1: Make plan of training for capacity building of IT staff</u></p> <ul style="list-style-type: none"> <li>● Identify the fields which IT staff should enhance</li> <li>● Study the feasibility of training for IT staff</li> <li>● Prepare a training plan (*)</li> </ul> <p><u>Action-2: Conduct training for capacity building of IT staff</u></p> <ul style="list-style-type: none"> <li>● Conduct training</li> <li>● Feedback training results into future training planning (*)</li> </ul>
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"> <li>● Budget for conducting training</li> </ul>
Expected Achievements	<ul style="list-style-type: none"> <li>● IT skill of APIEX staff required for daily work will be improved, through the capacity building of IT staff.</li> <li>● Existing IT tools will be utilized more effectively, through the capacity building of IT staff.</li> <li>● Information security awareness will be enhanced, through the capacity building of IT staff.</li> </ul>
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> <li>● 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.</li> </ul>

### 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"> <li>Regular meetings will be attended by representatives of all divisions, including those who participated in the 1st Training in Japan.</li> </ul> <p><u>Action-2: Develop APIEX investment promotion strategy</u></p> <ul style="list-style-type: none"> <li>APIEX investment promotion strategy will be developed annually based on the discussions of meetings.</li> </ul> <p><u>Action-3: Assess implementation status of APIEX investment promotion strategy and revise strategy (*)</u></p> <ul style="list-style-type: none"> <li>The assessment of implementation status and revision of strategy is spearheaded by Department of Investment Promotion, Communication and Marketing. (*)</li> </ul>
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"> <li>• Questionnaire format will be drafted.</li> </ul> <p><u>Action-2: Prepare and improve seminar programs with well-thought out scenarios</u></p> <ul style="list-style-type: none"> <li>• Event scenarios are developed prior to each seminar and promotion events.</li> <li>• For every event relevance and effectiveness of resource speakers is examined and programmed as may be necessary.</li> </ul> <p><u>Action-3: Prepare Standard Operating Procedure (SOP) for conducting seminars</u></p> <ul style="list-style-type: none"> <li>• SOP for conducting seminars will be developed and distributed among APIEX staff.</li> </ul>
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"> <li>• Contact information of seminar participants is obtained and organized after each event.</li> </ul> <p><u>Action-2: Respond to inquiries and keep contacts with seminar participants</u></p> <ul style="list-style-type: none"> <li>• Inquiries will be answered, and seminar participants will be informed of new promotion events.</li> </ul>
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"> <li>Regulations and procedures related to foreign direct investment in Mozambique will be drafted.</li> </ul> <p><u>Action-2: Publish "Laws and Regulations related to FDI in Mozambique"</u></p> <ul style="list-style-type: none"> <li>Laws and Regulations related to FDI will be published.</li> </ul> <p><u>Action-3: Review and revise Facts about Mozambique (Eng. version)</u></p> <ul style="list-style-type: none"> <li>The contents of Facts about Mozambique will be reviewed and revised.</li> </ul> <p><u>Action-4: Publish new Facts about Mozambique (Eng. version)</u></p> <ul style="list-style-type: none"> <li>New Facts about Mozambique will be published.</li> </ul> <p><u>Action-5: Update the list of promotion materials, including those related to SEZs/IFZs</u></p> <ul style="list-style-type: none"> <li>List of promotion and reference materials will be updated regularly and stored as part of E-library.</li> </ul>
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"> <li>• Ensure all documents (promotion materials, reference materials, internal documents) are accessible to all staff</li> </ul> <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"> <li>• All promotion and reference materials are placed in website so that they can be downloaded by interested parties.</li> </ul> <p><u>Action-3: Set up small library of all APIEX publications at Reception area</u></p> <ul style="list-style-type: none"> <li>• A small library for promotion materials and other reference materials for investors will be placed at Reception area.</li> </ul>
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"> <li>• Upload all existing documents into the website</li> </ul> <p><u>Action-2: Make available statistics of approved projects and realized projects</u></p> <ul style="list-style-type: none"> <li>• DGFPI sends the statistics of approved projects and realized projects to DPIE periodically.</li> <li>• Upload the latest statistics of approved projects and realized projects into the website periodically</li> </ul> <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"> <li>• Collect information on useful sites and analyze them (*)</li> </ul> <p><u>Action-4: Create links to useful information for investors (e.g. E-BAU portal) (*)</u></p> <ul style="list-style-type: none"> <li>• Modify the website (*)</li> </ul> <p><u>Action-5: Enhance the inquiry functions for investors (*)</u></p> <ul style="list-style-type: none"> <li>• Collect information for enhancing the inquiry functions for investors (*)</li> <li>• Design the inquiry functions on the website. (*)</li> <li>• Modify the website (*)</li> <li>• Publish the inquiry functions for investors on the website (*)</li> </ul> <p><u>Action-6: Update information continuously, including the utilization of social media</u></p> <ul style="list-style-type: none"> <li>• Update information on the website continuously</li> <li>• Provide information using social media such as Facebook, Twitter, continuously</li> </ul> <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"> <li>• Monitor the progress of website development</li> </ul>

	<ul style="list-style-type: none"> <li>● Monitor the status of website updates</li> <li>● Make technical advises as needed</li> </ul>
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"> <li>● Budget for creating the website</li> <li>● Person who updates the contents on the website, continuously</li> </ul>
Expected Achievements	Latest information will be available on the website.
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> <li>● 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.</li> <li>● Action-7 has been added to monitor the website development by another donor.</li> </ul>

Subject No.	232
Name of Subject	Use government domain
Challenge	Commercial domain is used.
Actions	<u>Action-1: Take the necessary procedures to obtain government domain</u> <ul style="list-style-type: none"> <li>● Request the use of government domain to the relevant organization</li> <li>● Pay registration fee for domain name</li> </ul> <u>Action-2: Configure domain setting</u> <ul style="list-style-type: none"> <li>● Configure the setting of web server.</li> </ul> <u>Action-3: Publicize new domain name (new URL)</u> <ul style="list-style-type: none"> <li>● Inform the relevant government agencies about a new URL</li> <li>● Publicize a new URL</li> </ul>
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"> <li>Define a unique code for investment project</li> </ul> <p><u>Action-2: Design new excel form</u></p> <ul style="list-style-type: none"> <li>Modify the existing excel form for received project and received amendment.</li> <li>Modify the existing excel form for approved project</li> <li>Modify the existing excel form for approved amendment.</li> <li>All new excel forms should have a column for project code (unique code for each investment project).</li> </ul> <p><u>Action-3: Use the new excel form</u></p> <ul style="list-style-type: none"> <li>Record new investment projects in the new excel form</li> </ul>
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"> <li>• A series of actions related to each project, such as submission, approval and amendment, will be linked easily.</li> <li>• Migration of data from Excel to database at Program 313 will be easily conducted.</li> </ul>

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"> <li>• Make rules of file name and folder name</li> </ul> <p><u>Action-2: Archive TA and other relevant documents in PDF</u></p> <ul style="list-style-type: none"> <li>• Archive TA and other relevant documents of newly-approved projects in PDF</li> <li>• Archive TA and other relevant documents of projects approved in the past in PDF, if necessary</li> </ul>
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"> <li>• A series of actions related to each project, such as submission, approval, amendment and monitoring is not linked.</li> <li>• Monitoring data is not recorded through the computers.</li> </ul>
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"> <li>• Survey database system for investment project used in former GAZEDA</li> </ul>

	<ul style="list-style-type: none"> <li>Consider integration of database system of former CPI and GAZEDA</li> </ul> <p><u>Action-2: Define the design (functions) of database system</u></p> <ul style="list-style-type: none"> <li>Define system requirement</li> <li>Design functions and user-interface</li> </ul> <p><u>Action-3: Develop database system</u></p> <ul style="list-style-type: none"> <li>Design system structure (function of each program)</li> <li>Design programs, write programs and test programs and system</li> <li>Deploy database system</li> </ul> <p><u>Action-4: Migrate data from Excel to Database</u></p> <ul style="list-style-type: none"> <li>Give a unique code to all the projects approved in the past</li> <li>Record all the projects approved in the past in the excel form designed at Subject 311.</li> <li>Import Excel data into Database</li> </ul> <p><u>Action-5: Implement database system, and improve system according to its needs (*)</u></p> <ul style="list-style-type: none"> <li>Conduct training to DGFPI staff (*)</li> <li>DGFPI staff start to use database system (*)</li> <li>Improve system according to its needs (*)</li> </ul>
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"> <li>Person who can develop/maintain database system or budget for hiring such a person</li> </ul>
Expected Achievements	<ul style="list-style-type: none"> <li>A series of actions related to each project, such as submission, approval and amendment will be linked.</li> <li>Investment project management linked with monitoring will be conducted efficiently by DGFPI staff.</li> </ul>
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> <li>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.</li> </ul>

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"> <li>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.</li> <li>There is no SOP within APIEX, regarding this service.</li> </ul>
Actions	<p><u>Action-1: Conduct study in third country and research in neighboring country</u></p> <ul style="list-style-type: none"> <li>Investment approval can be one of the topics for third country study and neighboring country research.</li> <li>Research the operational flows within other IPAs or governmental entities regarding investment approval</li> </ul> <p><u>Action-2: Confirm the work flow in APIEX</u></p> <ul style="list-style-type: none"> <li>Check out how APIEX staff, including former GAZEDA, work on investment approval at Provincial Delegations as well as HQs</li> <li>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.</li> </ul> <p><u>Action-3: Draft SOP</u></p> <ul style="list-style-type: none"> <li>Discuss with the concerned Department about the better implementation of the tasks; e.g. staff assignment, and work flow</li> <li>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.</li> </ul>
Timeline	■ Short term □ 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"> <li>Regarding business licenses, it seems difficult for investors to gain necessary documents required for license application from authorizing ministries.</li> <li>BAU offers single-window service covering licenses for sectors in industry and commerce only.</li> <li>It is necessary to publish more comprehensive guide for investment procedures.</li> </ul>
Actions	<p><u>Action-1: Collect necessary information</u></p> <ul style="list-style-type: none"> <li>Translate and review 'Manual de Procedimento'</li> <li>Conduct interviews with ministries to collect necessary information about business licenses (application form, necessary attachment, ordinal procedure of application, etc.)</li> </ul> <p><u>Action-2: Prepare Mozambique Business Licensing Application Guide</u></p> <ul style="list-style-type: none"> <li>Draft 'Mozambique Business Licensing Application Guide' based on information to be collected through the activities above</li> <li>Discuss with APIEX to use the material as APIEX's publication</li> </ul> <p><u>Action-3: Provide the information of focal points in ministries through website (*)</u></p> <ul style="list-style-type: none"> <li>Upload on the website 'Mozambique Business Licensing Application Guide' which contains the information about the focal points in licensing authorities. (*)</li> <li>Assist the concerned Department of APIEX in updating the information provided by the 'Mozambique Business Licensing Application Guide'. (*)</li> </ul>
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"> <li>Cost for printing 'Business Licensing Application Manual'</li> </ul>
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"> <li>• 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.</li> <li>• BAU offers single-window service covering licenses for sectors in industry and commerce only.</li> </ul>
Actions	<p><u>Action-1: Conduct interviews with ministries</u></p> <ul style="list-style-type: none"> <li>• 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</li> </ul> <p><u>Action-2: Discuss with APIEX about possible solutions</u></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
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"> <li>• Many investors struggle to obtain business licenses within the expected period, and need APIEX's support for facilitation</li> <li>• Communication between APIEX and authorizing ministries at operation level seems insufficient due to weak relationship.</li> <li>• In the meantime, the meetings with ministries for the different topic (Investment Monitoring) have been held several times.</li> <li>• BAU offers single-window service covering licenses for sectors in industry and commerce only.</li> </ul>
Actions	<p><u>Action-1: Conduct interviews with ministries</u></p> <ul style="list-style-type: none"> <li>• Discuss about ministries' interest on foreign investment, the impact on respective sectors, and the role of APIEX</li> <li>• Propose regular meetings between each ministry and APIEX's focal points; whether ministries could be cooperative to attend meetings</li> </ul> <p><u>Action-2: Conduct interviews with DASP</u></p> <ul style="list-style-type: none"> <li>• Confirm what roles DASP can play, especially at regular meetings between APIEX and Ministry of Industry and Commerce.</li> <li>• Confirm the progress on the extension of sectoral coverage of BAU</li> </ul> <p><u>Action-3: Plan and organize meetings with licensing departments of ministries by sector</u></p> <ul style="list-style-type: none"> <li>• 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)</li> <li>• 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.</li> <li>• Conduct the meetings separately by sectors</li> <li>• Make sure that the meeting with particular ministries will be attended by designated APIEX staff (focal persons by sectors).</li> </ul>

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"> <li>• APIEX can communicate easily with ministries to facilitate the procedure of business license application.</li> <li>• APIEX staff are familiar with particular industries and provide related business advises to potential investors</li> <li>• Foreign investment is recognized as an important factor for the development of particular industries</li> </ul>

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"> <li>• 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.</li> <li>• Currently, APIEX supports investors on request basis; mainly to contact local governments to search available land</li> </ul>
Actions	<p><u>Action-1: Study the land management systems within local authorities</u></p> <ul style="list-style-type: none"> <li>• Interview with local authorities which are responsible for the control and management of land resources, to clarify the application procedures and common difficulties.</li> </ul> <p><u>Action-2: Discuss with APIEX about possible measures</u></p> <ul style="list-style-type: none"> <li>• Consider about the systematic provision of information about available land</li> <li>• Consider whether APIEX could provide any facilitation on discussion between investors and local communities</li> </ul>
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"> <li>• The employment of foreigners at foreign invested companies in Mozambique is considered as one of difficult subjects.</li> <li>• There is a need to clarify laws and regulations and practices being applied to regulate foreigners' employment with focus on "quota".</li> <li>• Improvements in regulation or practice might be needed as solution.</li> </ul>
Actions	<p><u>Action-1: Study foreigners employment (quota) regulations</u></p> <ul style="list-style-type: none"> <li>• To conduct a study in cooperation with local law firm</li> <li>• To interview with Ministry of Labor and Immigration Office</li> </ul> <p><u>Action-2: Preparation of Report</u></p> <ul style="list-style-type: none"> <li>• Prepare draft report with recommendations</li> <li>• Present and Discuss the contents of draft report with APIEX and JCC members</li> <li>• Finalize the report by consolidating comments collected</li> </ul> <p><u>Action-3: Dissemination of the results</u></p> <ul style="list-style-type: none"> <li>• To submit report to APIEX and through APIEX to Ministry of Labor</li> <li>• Prepare an introductory guide for foreign investors, compiling the study results (excluding recommendation part)</li> </ul>
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"> <li>• The foreign exchange regulations and offshore finance in Mozambique is considered as one of difficult subjects.</li> <li>• There is a need to clarify laws and regulations and practices being applied to regulate foreign exchange control and finance.</li> <li>• Improvements in regulation or practice might be needed as solution.</li> </ul>

Actions	<p><u>Action-1: Study foreign exchange regulations</u></p> <ul style="list-style-type: none"> <li>● To conduct a study in cooperation with local law firm</li> <li>● To interview with Bank of Mozambique, if necessary</li> </ul> <p><u>Action-2: Preparation of Report</u></p> <ul style="list-style-type: none"> <li>● Prepare draft report with recommendations</li> <li>● Present and Discuss the contents of draft report with APIEX and JCC members</li> <li>● Finalize the report by consolidating comments collected</li> </ul> <p><u>Action-3: Dissemination of the results</u></p> <ul style="list-style-type: none"> <li>● To submit report to APIEX and through APIEX to Bank of Mozambique</li> <li>● Prepare an introductory guide for foreign investors, by compiling the study results (excluding recommendation part)</li> </ul>
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"> <li>● The lists of approved projects are missing contact information for many projects.</li> <li>● APIEX has monitored projects which were approved in particular year.</li> </ul>
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"> <li>• Add a part requiring contact information of both investors and consulting companies; some consulting companies do not provide their clients' information for some reason.</li> <li>• Make sure that APIEX staff confirm that actual investors' information is filled in application form</li> </ul> <p><u>Action-2: Gather missing contact information to complete existing lists</u></p> <ul style="list-style-type: none"> <li>• Identify projects without contact information, in the lists of approved projects in the past 5 years</li> <li>• Gather the information, by checking with local authorities which generally manage information of private companies located within their territory</li> </ul>
Timeline	<p>■ Short term ■ Med-to-Long term</p>
Offices in Charge	<p>(APIEX) Dept. of Project Analysis and Management (DAGP)/ Maputo Provincial Delegation (JPT) David, Sai</p>
Required Inputs	N/A
Expected Achievements	<ul style="list-style-type: none"> <li>• APIEX obtains contact information of investors properly at the time of investment approval.</li> <li>• APIEX constantly does monitoring activity towards all projects approved in the past several years.</li> </ul>

Subject No.	332
Name of Subject	Strengthen the coordination with local government to monitor investment projects systematically and comprehensively (Improvement of <i>Data Collection</i> )
Challenge	<ul style="list-style-type: none"> <li>• It seems difficult for APIEX to reach investors located in remote areas.</li> <li>• A large percentage of projects are located in provinces</li> </ul>
Actions	<p><u>Action-1: Conduct the perception survey on monitoring activities at the provincial level</u></p> <ul style="list-style-type: none"> <li>• 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</li> </ul>

	<p>APIEX has already been cooperating with; Maputo City and Maputo Province.</p> <ul style="list-style-type: none"> <li>● Conduct a questionnaire survey to provincial delegations of APIEX in order to examine the feasibility of coordination with local governments</li> <li>● 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.</li> <li>● This research will be conducted by questionnaire to be filled by delegations.</li> </ul> <p><u>Action-2: Conduct research on neighboring countries to find good practices</u></p> <ul style="list-style-type: none"> <li>● Carry out a field survey in neighboring countries to seek good practices about the coordination between IPAs and local government for investment monitoring.</li> </ul> <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"> <li>● 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.</li> <li>● 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.</li> <li>● If necessary, APIEX HQs formally makes a request to Provincial Government to instruct their local representatives to work with APIEX at the local level.</li> </ul> <p><u>Action-4: Analyze results to identify key problems on coordination with local governments</u></p> <ul style="list-style-type: none"> <li>● There should be some difficulties on coordinating with local governments; some of local governments may not be corporative or lack financial &amp; human resources for supporting APIEX.</li> <li>● Conduct follow-up meetings with focal persons in local governments and examine the common constraints and the effective measures</li> </ul>
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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"> <li>• 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.</li> <li>• 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.</li> <li>• Draft SOP which describes the work flow agreed upon with the concerned Departments and Maputo Provincial delegation of APIEX.</li> </ul> <p><u>Action-6: Introduce the methodology to other provinces</u></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Introduce the methodology as Maputo Province</li> </ul>
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"> <li>• Expense for conducting Study Tour to neighboring countries</li> <li>• Local consultant: to supervise activities of APIEX</li> </ul>
Expected Achievements	<ul style="list-style-type: none"> <li>• APIEX reaches more approved projects located in provinces, in cooperation with local governments.</li> <li>• Local governments gain more accurate data on actual investments.</li> </ul>

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"> <li>• 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.</li> <li>• APIEX lacks human resources for contacting investors and collecting data and information.</li> </ul>
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"> <li>• 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.</li> <li>• 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.</li> <li>• Check whether any legal procedure would be needed to add a further common clause to TA.</li> </ul> <p><u>Action-2: Amend regulations to obligate investors by law to report regularly (*)</u></p> <ul style="list-style-type: none"> <li>• Find out which governmental organizations APIEX could discuss with on this matter and necessary institutional procedures to be taken (*)</li> <li>• 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 (*)</li> </ul>
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"> <li>• 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.</li> <li>• This issue will be put into the recommendations at the end of Project, by referring to other countries' cases.</li> </ul>

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"> <li>• Monitoring data is not recorded through the computers.</li> <li>• Documents related to projects are not archived in digital form.</li> </ul>
Actions	<p><u>Action-1: Design and introduce electronic form (Excel)</u></p> <ul style="list-style-type: none"> <li>• Design the Excel database which enables to manage information related to existing investor and identify common constraints on</li> </ul>

	<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"> <li>● Start to use the Excel file at Maputo Province and revise it if necessary</li> </ul> <p><u>Action-3: Introduce the methodology of data management to other provinces</u></p> <ul style="list-style-type: none"> <li>● 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)</li> <li>● 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.</li> <li>● Establish the operation system of data aggregation at HQ.</li> </ul> <p><u>Action-4: Provide consultation to APIEX for CRM establishment</u></p> <ul style="list-style-type: none"> <li>● With assistance of PIGA, APIEX is supposed to establish CRM system in the future.</li> <li>● 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.</li> </ul>
Timeline	■ Short term ■ Med-to-Long term
Offices in Charge	(APIEX) Dept. of Project Facilitation and Monitoring (DFMP)/ Maputo and other Provincial Delegations (JPT) Yamada, Sai
Required Inputs	Travel expense for visiting provincial delegations
Expected Achievements	<ul style="list-style-type: none"> <li>● Data and information related to implementation of approved projects are properly managed in house.</li> <li>● Data and information collected through investment monitoring are used for facilitative measures.</li> </ul>

### 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"> <li>• There are many projects which are facing difficulties after obtaining APIEX approval, and some of them ended up leaving the county</li> <li>• APIEX currently provides related support to investors on request basis, but it seems that many investors have not consulted with APIEX.</li> <li>• Aftercare must be significant for a) retaining existing investors, b) encouraging investment to expand, and c) promoting business linkage with local industries</li> </ul>
Actions	<p><u>Action-1: Revise the monitoring questionnaire form</u></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• Revise the current questionnaire to add further questions which ask about their constraints and expectations towards APIEX</li> </ul> <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"> <li>• After monitoring, list investors which do not implement their investment activities</li> <li>• 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</li> </ul> <p><u>Action-3: Investigate the related activities of former GAZEDA</u></p> <ul style="list-style-type: none"> <li>• Interview the former GAZEDA officials who are in charge of Investment Monitoring/ Aftercare, to know about the current operation and the challenges.</li> <li>• Identify common constraints and difficulties faced by investors who have been approved by former GAZEDA.</li> </ul>
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"> <li>• 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.</li> <li>• APIEX staff understand how aftercare could be provided more systematically</li> </ul>

Subject No.	342
Name of Subject	Contact investors and provide aftercare services within APIEX's scope
Challenge	<ul style="list-style-type: none"> <li>• There are many projects which are facing difficulties after obtaining APIEX approval, and some of them ended up leaving the county.</li> <li>• APIEX currently provides related support to investors on request basis, but it seems that many investors have not consulted with APIEX.</li> <li>• Aftercare must be significant for a) retaining existing investors, b) encouraging investment to expand, and c) promoting business linkage with local industries.</li> </ul>
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"> <li>• 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.</li> <li>• 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</li> <li>• 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)</li> <li>• 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</li> </ul>

	<p>important investors.</p> <p><u>Action-2: Discuss with APIEX about possible solutions</u></p> <ul style="list-style-type: none"> <li>● 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.</li> <li>● Regarding (b), to work on for the following program (AP343).</li> </ul> <p><u>Action-3: Lecture on aftercare service to APIEX staff in charge</u></p> <ul style="list-style-type: none"> <li>● 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.</li> </ul> <p><u>Action-4: Provide necessary supports to investors regarding issue (a) above</u></p> <ul style="list-style-type: none"> <li>● Providing aftercare services to target investors.</li> <li>● 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,</li> </ul> <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"> <li>● Transportation cost for visiting investors</li> </ul>
Expected Achievements	<ul style="list-style-type: none"> <li>● APIEX comprehensively and systematically tackles Issues faced by investors</li> <li>● APIEX staff realize that aftercare could contribute to increasing the degree of project realization.</li> <li>● APIEX secures budget necessary to operation for aftercare</li> <li>● Existing investors are more satisfied with APIEX services</li> </ul>

Subject No.	343
Name of Subject	Elaborate issues induced from aftercare beyond APIEX capacity
Challenge	<ul style="list-style-type: none"> <li>There are many projects which are facing difficulties after obtaining APIEX approval, and some of them ended up leaving the county</li> <li>There must be some issues face by investors, which could not be solved by APIEX itself, and need the involvement of other governmental entities.</li> <li>Regarding the category (b) mentioned in Subject No.342, the following action could be taken.</li> </ul>
Actions	<p><u>Action-1: Raise issues to be addressed on PEPiP round tables</u></p> <ul style="list-style-type: none"> <li>Regarding issues related to PEPiP (PEPIC), PEPiP (PEPIC) members discuss to confirm if those issues are supposed to be addressed</li> </ul> <p><u>Action-2: Discuss with ministries and related authorities</u></p> <ul style="list-style-type: none"> <li>Regarding the issues out of the PEPiP framework, have meetings to discuss with ministries about the necessary measures</li> </ul> <p><u>Action-3: Make proposals to higher level of government, if necessary (*)</u></p> <ul style="list-style-type: none"> <li>As for issues which could be solved with regulation amendments or governmental approvals, APIEX also could make proposals to ministries or Council of Ministers (*)</li> </ul>
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"> <li>The system which investor's opinions are channeled to related governmental entities is established.</li> </ul>
Reasons for non-implementation for actions with (*)	<ul style="list-style-type: none"> <li>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.</li> <li>Instead, JPT could initiate drafting recommendations for policy changes, such as the one about hiring foreign nationals.</li> </ul>

### 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"> <li>• In consultation with PEPiP secretariat, DG and DDG of APIEX, draft agenda for each roundtable meeting by JICA Team.</li> <li>• To prepare venue, simultaneous interpretation, distribution material, invitation list.</li> </ul> <p><u>Action-2: Conduct PEPiP Roundtable Meeting</u></p> <ul style="list-style-type: none"> <li>• To assist chairpersons in smooth conduct of the meeting.</li> <li>• To coordinate with JICA and Embassy of Japan for their participation to the meeting.</li> <li>• To prepare record of the meeting.</li> </ul> <p><u>Action-3: Follow-up the results with PEPiP members</u></p> <ul style="list-style-type: none"> <li>• To report the results of the roundtable meeting.</li> <li>• Based on the results of the roundtable meeting, take necessary steps for the implementation of PEPiP, in consultation with PEPiP secretariat.</li> </ul>
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"> <li>• To set up individual meetings with PEPIP members to monitor their progress.</li> <li>• On occasion of the roundtable meetings, hi-light the progress by some of member institutions</li> </ul> <p><u>Action-2: Prepare monitoring and evaluation sheet</u></p> <ul style="list-style-type: none"> <li>• To establish monitoring system by formatting evaluation sheet to be applied for all subjects and activities</li> <li>• To apply evaluation sheet for periodical monitoring</li> </ul> <p><u>Action-3: Discuss with PEPIP Secretariat (APIEX) for the monitoring results</u></p> <ul style="list-style-type: none"> <li>• To summarize monitoring results and report to PEPIP secretariat for further discussion</li> <li>• To find out necessary measures to secure achievement of each PEPIP subjects and activities</li> </ul>
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"> <li>Based on the progress of current PEPIC, and to take into consideration of the changing global and national environment, draft proposed framework for the next PEPIC (PEPIC)</li> <li>To discuss PEPIC (PEPIC) secretariat (DG and DDG of APIEX) for their opinion and comments to be reflected in the proposed framework.</li> </ul> <p><u>Action-2: Present on the PEPIC (PEPIC) Roundtable</u></p> <ul style="list-style-type: none"> <li>To present the next PEPIC (PEPIC) framework on occasion of PEPIC (PEPIC) roundtable meeting to ask for comments by all members of PEPIC (PEPIC).</li> <li>To reflect comments made by members for completing the next PEPIC (PEPIC) framework</li> </ul> <p><u>Action-3: Follow-up to assist completion</u></p> <ul style="list-style-type: none"> <li>In consultation with key institutions responsible for designated subjects and activities, confirm their policy and participation</li> <li>To summarize confirmed commitment by all PEPIC (PEPIC) members.</li> </ul>
Timeline	<p><input checked="" type="checkbox"/> Short term <input type="checkbox"/> 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	Assigned staff from APIEX side for Action-3
Expected Achievements	Next PEPIC (2018-2020) is to be established as national level investment promotion strategy.

Subject No.	414
Name of Subject	Support and monitoring activities for next PEPIC
Challenge	While waiting for authorization of next PEPIC by council of ministers, appropriate actions are to be taken for plans under next PEPIC
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"> <li>● Visit and discuss possible support activities with selected members</li> <li>● Discuss the subject at PEPIP (PEPIC) Roundtable Meeting</li> </ul> <p>2. <u>Action-2: Implementation of the identified support activities</u></p> <ul style="list-style-type: none"> <li>● To support discussing possible actions to be taken at each (selected) member institution of PEPIP (PEPIC)</li> <li>● To support in making plans for implementation</li> </ul> <p><u>Action-3: Monitoring of the results of support activities</u></p> <ul style="list-style-type: none"> <li>● To monitor activities taken at each institution</li> <li>● To present and discuss the results among PEPIP (PEPIC) members</li> </ul>
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 at APIEX and respective PEPIP (PEPIC) institutions
Expected Achievements	The subject required for the next PEPIP can be quickly started after authorization of the next PEPIC (2020-2030)

#### 4. Action Plan with Timeline

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

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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	3	4	5	6	7	8	9	10	11	12	1	2																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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[illegible]

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	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	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/Dav id	DPICM																																																			
- Publish new "Facts about Mozambique" (Eng. version)					Ishida/Dav id	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																																																									
- Set up E-documents library at APIEX main server				X																																																					
- 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/Yamada	DPICM																																																		
						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																																																		
- Analy ze 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																																																									
- Take the necessary procedures to obtain government domain			X			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																																																									
- Make rules for archiving TA and relevant documents in PDF			X			Yamada	DGFPI																																																		
- Archive TA and other relevant documents in PDF						Yamada	DGFPI																																																		

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

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33 Monitoring																																																		
331 Complete lists of approved projects with contact information	X																																																	
- Revise the application form to confirm contact information					Dav id/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					Dav id/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					Dav id/Sai	DAGP																																												
- Amend regulations to obligate investors by law to report regularly (*)					Dav id/Sai	DAGP																																												
334 Improve the management of collected monitoring information	X																																																	
- Design and introduce electronic form (Excel)					Y amada/Sai	Maputo Pro.																																												
- Use the new Excel file (Pilot Activity)					Y amada/Sai	Maputo Pro.																																												
- Introduce the methodology of data management to other provinces					Y amada/Sai	DFMP																																												
- Provide consultation to APIEX for CRM establishment					Y amada/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 PEPP round tables					Dav id/Sai	DFMP																																												
- Discuss with ministries and relevant authorities					Dav id/Sai	DFMP																																												
- Make proposals to higher level of government, if necessary (*)					Dav id/Sai	DFMP																																												

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4 PEPiP Implementation (Output 3)																																																		
411 Organize and conduct PEPiP Roundtable Meetings				X																																														
- Set up agenda and coordinate for preparation						Tanaka	DG/DDG																																											
- Conduct PEPiP Roundtable Meeting						Tanaka	DG/DDG																																											
- Follow-up the results with PEPiP members						Tanaka/Ishida	DG/DDG																																											
412 Assist APIEX in monitoring progress of PEPiP					X																																													
- Interview with PEPiP member for progress						Tanaka/Ishida	DG/DDG																																											
- Prepare monitoring and evaluation sheet						Ishida	DG/DDG																																											
- Discuss with PEPiP Secretariat (APIEX) for the monitoring results						Tanaka/Ishida	DG/DDG																																											
413 Prepare framework for the next PEPiP (2018-2020)							X																																											
- Prepare draft framework and discuss with APIEX						Tanaka	DG/DDG																																											
- Present on the PEPiP (PEPIC) Roundtable						Tanaka	DG/DDG																																											
- Follow-up to assist completion						Tanaka/Ishida	DG/DDG																																											
414 Support and monitoring activities for next PEPiP					X																																													
- Identify and plan for the appropriate activities through discussion with PEPiP (PEPIC) member institutions						Tanaka	DG/DDG																																											
- Implementation of the identified support activities						Tanaka	DG/DDG																																											
- Monitoring of the results of support activities						Tanaka/Ishida	DG/DDG																																											

- End -

**Annex 5:**  
**List of SOPs and Manuals prepared in the Project**

### List of Manuals and Standard of Procedure (SOP)

No.	Title	Language
1.	<b><i>Manual de Planificação, Orçamentação e Elaboração de Relatórios</i></b>	Portuguese
2.	<b><i>Human Resources Development Plan (2020-2022)</i></b>	English/ Portuguese
3.	<b><i>Data Backup Procedure for Project Management Division, APIEX</i></b>	English
4.	<b><i>Guidelines of Internet use for APIEX</i></b>	English
5.	<b><i>Procedimentos Operacionais Padrão para Eventos de Promoção de Investimentos e de Exportações (Seminários de Negócios e Eventos de Promoção)</i></b>	Portuguese
6.	<b><i>Standard Operating Procedures for Receiving, Reviewing and Approving Investment Proposals</i></b>	English/ Portuguese
7.	<b><i>Standard Operating Procedures for Monitoring Investment Projects</i></b>	English/ Portuguese
8.	<b><i>Note for Development of APIEX Investment and Export Promotion Strategy</i></b>	English

**Annex 6:**  
**List of Promotion Materials prepared in the Project**

### List of Promotion Materials prepared in the Project

No.	Title	Last update
1.	<b><i>Laws and Regulations Related to Foreign Direct Investment in Mozambique</i></b>	August 2019
2.	<b><i>Foreign Exchange Laws and Regulations in Mozambique</i></b>	February 2020
3.	<b><i>Hiring of Foreigners in Mozambique-Regulatory Regimes and Practices</i></b>	February 2019
4.	<b><i>Mozambique Investment Procedure Guide</i></b>	August 2019
5.	<b><i>Mozambique Business Licensing Guide</i></b>	August 2019
6.	<b><i>Facts about Mozambique</i></b>	July 2019

**Annex 7:**  
**Meeting Minutes of PEPIC/PEPIC Roundtable**  
**Meetings**

## Record of Meeting: The 6<sup>th</sup> PEPiP Roundtable Meeting

DATE & TIME	23 November, 2016/ 09:00~12:00
Venue	Hotel Avenida
Participants (list attached)	CPI : 13, PEPiP member institutions: 9, Japanese Embassy : 1, JICA Mozambique Office : 3, JICA Project Team : 5, Total: 31 participants
Language	English and Portuguese (simultaneous translation)
Distribution Materials	Meeting agenda, Presentation slides, List of invitees, Baseline Survey Report (Main report (English and Portuguese), Annex-1 (English), Annex-2 (English))

- Main Points of Discussion -

### 1. Opening Remarks

#### Mr. Lourenço Sambo, Director General of CPI:

- PEPiP Roundtable (RT) Meeting started in 2012, with support of JICA Expert continued up to 2015. The expert's activities covered: 1) Implementation support of current PEPiP, 2) Investment promotion material, 3) Visits to provincial investment promotion organizations, 3) Support for dialogue between Mozambique and Japan, and 4) Communication support regarding investment promotion and facilitation. This meeting is supported by the new JICA Project started from March this year (2016). As for the PEPiP RT Meeting, this is the 6<sup>th</sup> (sixth) meeting.
- CPI has been monitoring progress of the current PEPiP and preparation of the draft of next PEPiP, with cooperation by JICA. While there are some activities under the current PEPiP not implemented as planned and their background reasons are also reported. CPI and JICA are already discussing on human resource development plan for improving operation of PEPiP activities.
- Recently, the Council of Ministers made decision on establishing new agency (APIEX) to promote both investment and export, and three institutions, CPI, GAZEDA and IPEX, are to be merged. This enables to conduct public and private investment and trade promotion by comprehensive policies, and to effectively mobilize human and financial resources among relevant sectors and fields.
- APIEX is mandated to cover the following tasks for promotion of investment and export.
  - ✓ To propose policies for attracting, promoting and retaining national and foreign investment
  - ✓ To participate in formulation of export promotion policies
  - ✓ To propose revision of legal and regulatory framework for investment
  - ✓ To promote and approve national and foreign investment
  - ✓ To identify and follow-up approved projects and provision of support services
  - ✓ To plan, propose, coordinate, manage SEZ and necessary infrastructure development
  - ✓ To promote and approve investment projects in SEZ, and provision of support services
  - ✓ To update information regarding national producers, exporting firms, exported goods and services
  - ✓ To prepare trade mission and to organize trade fair, business matching, exhibition and other trade promotion activities in the domestic market
- I wish this meeting will be fruitful and beneficial for the participants, by cooperation of PEPiP institutions.

## **2. Presentation**

- Presentation 1: Outline of baseline study results and main recommendations. By Project Team (Tanaka, Ishida, Sai, David and Yamada)
- Presentation 2: Report on progress of PEPiP (2014-2016) by Mr. Godinho ALVES, Deputy Director General of CPI
- Presentation 3: Draft outline of next PEPiP (2017-2019) by Project Team (Tanaka, Team Leader)

## **3. Q&A Session**

### **【Question】**

#### **1) Adérito Mavie- Agronomist, Agriculture Promotion Centre (CEPAGRI)**

- Regarding Pillar 3.4 of the next PEPiP, there is a strong need in human resource development of CPI, especially on monitoring of the investment enterprises in the remote areas.
- The proposed Excel training in the JICA Project, is this for CPI staff to improve their capacity for supporting investors?
- Regarding Pillar 3.3 of the next PEPiP, I think the provision of information to national enterprises will be the task of new merged agency, rather than DASP.
- The investment promotion activities have been separately conducted by CPI and GAZEDA, which should be done by one institution, and communication with foreign partners can be consolidated as one focal point.

#### **2) Ascensão Machel- Advisor, Private Sector Support Directorate (DASP), Ministry of Industry and Trade**

- Regarding Pillar 1.1 of the next PEPiP, it should be noted that the role of DASP is based on the three policies: 1) Improvement of Doing Business rankings, 2) EMAN-II and 3) Private Reform Matrix. EMAN is a strategy to improve business environment, Private Reform Matrix is initiated by Prime Minister, while DASP is in charge of monitoring, with the purpose of enhancing public-private dialogue.
- In relation with Pillar 1.3, efficiency in business licensing has been improved by introducing E-BAU, which is accessible from investors outside, not only internally within BAU.
- As for Pillar 5.1, there is a need for involvement of National Directorate of Industry under Ministry of Industry and Trade, since the subject is for national strategic sector development.
- Some of the government office names, in the Next PEPiP Framework, are no longer exist, due to organization changes, and needed to be replaced with new names.
- On occasion of SME seminar held recently by JETRO, Japanese experience in SME development was introduced. Will these Japanese experience can be applied in Mozambique?

### **【Answer】**

#### **3) Hidekazu Tanaka, JICA Project Team**

- The Excel training has been proposed by JICA Team, since we have identified needs for improving information management at CPI, and upgrading individual skill is important to be improved. Currently, 10 CPI staff are participating in the training, and expected to gain substantial improvement in their skills. For the new organization, we need to study the IT system to be employed, and in the future, data

base software with higher performance is required to be introduced.

- The obsolete organization names appeared in the Next PEPiP Framework will be revised to the current names. However, since the Baseline Survey is dated as of October, the names of CPI, GAZEDA and IPEX are still valid, but for the next PEPiP, the new organization name will be used.
- The next PEPiP presented the framework but not covering detailed activity-level. The implementation matrix covering activities are to be prepared in consultation with each PEPiP member.
- Regarding experience of SME development, it was started long time ago, back to post-World War II period. Since the world economic environment and development stage of the countries are quite different now, Japanese experience may not be directly applied. But it can be used as a reference.

#### **【Comments】**

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

- As for expected function of DASP (in the next PEPiP), there is dialogue with private sector regarding business environment, which is more focused on national enterprises. However, if the purpose is for investment promotion, it must be covered by investment promotion agencies, such as CPI and GAZEDA.

##### **5) Belarmina Capitrine- Business Development Director, CPI**

- The Excel training organized by JICA Project is considered as very effective and useful, more than I expected. This training made us to realize importance of IP knowledge and skill for daily work, and feel it necessary to acquire more relevant knowledge.

##### **6) Godinho Alves- Deputy Director General, CPI**

- All staff of CPI strongly feel needs in upgrading information management technology in order to enhance its credibility as IPA and for implementing effective investment project monitoring. We expect further training programs to be done, for example in the subject of improvement of presentation skill for investment promotion. In the future, we must be ready for all procedures for investment application, approval and monitoring are to be processed electronically, instead of paper based.

#### **【Question】**

##### **7) Arsénio Mabote- Board Advisor, ENH**

- What kind of investment strategy can be considered for resource-related industry development in Mozambique ?
- On the other hand, investing in non-resource sectors, such as agriculture, is also important. Is the new organization is able to cover investment promotion for those sectors?

##### **8) Adérito Mavie- Agronomist, Agriculture Promotion Centre (CEPAGRI)**

- Ministry of Transport and Communications has Spatial Development Program which is using geographic information system (GIS). This is closely related with agriculture development and can be a reference for the next PEPiP.
- CPI Provincial level offices are to be consolidated to regional offices along with new organization establishment, which might have impact on service level going down at provincial level. I understand that Japan has extensive experience in regional level administration, and its experience can be useful for new organization.

## **【Answer】**

### **9) Hidekazu Tanaka, JICA Project Team**

- A good example in developing resource-related industry can be found in Malaysia. Petronas (national oil company) invested into their own human resources from the beginning, by sending their engineers to Australia and other developed countries. As the result, Petronas has become major resource developing company in the World.
- It is important that resource related institutions such as ENH and INP to participate in the discussion for how to develop resource-related industry under PEPiP. Likewise, CEPAGRI and INTUR are essential for the discussion on non-resource sectors development.
- GIS project is expected to provide useful input to the next PEPiP, in consideration for regional development strategy. If the relevant information can be obtained, JICA Project Team will study on its utilization.

### **10) Godinho Alves- Deputy Director General, CPI**

- Regarding the question of new organization's function in investment promotion for specific sectors such as non-resource sectors, the priority for investment promotion has been already set out by the government, as agriculture, energy, infrastructure and tourism. From this point, it is necessary to consider investment promotion strategies adjusted for the respective sectors.
- GIS project is providing comprehensive research and specific projects. It is necessary to consider whether these project outputs can be useful for investment promotion objectives. One of serious obstacles for investors is availability of land, and this issue might be relevant with GIS.
- CPI has Provincial offices at each Province, but they will be consolidated to regional offices under the new organization. It is necessary to study on how to handle provincial level task in the new organization.

### **11) Hidekazu Tanaka, JICA Project Team**

- For implementation of new PEPiP, further cooperation among PEPiP member institutions are necessary. JICA Project will continue to assist, as being planned, after the merger to the new organization.

## **4. Closing Remarks**

### **Katsuyoshi Sudo, Resident Representative, JICA Mozambique Office**

- This Project started with the purpose of strengthening capacity of CPI in order to respond to the recent increase in investment projects.
- Through the PEPiP (2014-2016), various activities have been taken for investment promotion, however, due to several negative factors, the current investment into Mozambique has been decreasing. In addition, the Doing Business (2017) ranking was dropped to 137th, despite of improvement in some areas (starting a business, access to credit, etc).
- The merger of the three agencies will create new organization to promote investment and export. We would like to share information for the process of merger, and expected effect of the organization change, in order to consider necessary assistance for the new agency.
- Today, presentation was made on Baseline Survey, Doing Business assessment, and proposal for the

next PEPiP, which is expected to be formally approved. This meeting provided opportunity to consider effective approach to promote new investments and their smooth implementation.

Scene from PEPiP Roundtable Meeting 23 November 2016

	
<p>Opening Remarks by DG CPI</p>	<p>Floor</p>
	
<p>DDG and JICA Representative</p>	<p>CPI Staff</p>
	
<p>ENH and Japan Embassy</p>	<p>Closing Remarks by JICA</p>



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

**PEPIP Roundtable Meeting on November 23, 2016**

**AGENDA**

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

<b>Investment Promotion Center</b>				
<b>No.</b>	<b>NAME</b>	<b>POSITION HELD</b>	<b>E-MAIL (omitted)</b>	<b>MOBILE NUMBER (omitted)</b>
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.	Osvaldo Namuaca	Support		

<b>PEPIP Members</b>					
<b>No</b>	<b>INSTITUTION/ORGANIZATION</b>	<b>NAME</b>	<b>POSITION HELD</b>	<b>E-MAIL (omitted)</b>	<b>MOBILE NUMBER (omitted)</b>
1.	Office for the Accelerated Economic Development Zones (GAZEDA)	(no attendance)			
2.	Institute of Exports Promotion (IPEX)	(no attendance)			
3.	Zambeze Valley Development Agency (Adz)	(no attendance)			
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)	(no attendance)			
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No	NAME	POSITION HELD	E-MAIL (omitted)	MOBILE NUMBER (omitted)
<b>JICA MOZAMBIQUE</b>				
1.	Katsuyoshi Sudo	Resident Representative		
2.	Hiroshi Yokoyama	Assistant Representative		
3.	Simões Victorio	Program Officer		
<b>JAPAN EMBASSY</b>				
4.	Koji Hanawa	First Secretary		
<b>JICA PROJECT TEAM</b>				
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		

**1<sup>st</sup> PEPIC 2019 – 2029 Intersectoral Meeting (7<sup>th</sup> PEPIC Round Table)**  
**Held in Maputo, at Avenida Hotel, on 6 December, 2018**

<b>Program</b>	See Attachment 1 (Outline)
<b>Participants:46</b> (see Attachment 2 for list of participants)	Mozambique side: PEPIC member institutions (22), APIEX (15) Japanese side: Embassy of Japan (2), JICA Mozambique Office (3), JETRO (1), JICA Project Team (3)
<b>Agenda</b>	<b>Brief Contents</b>
<b>Opening Remarks</b>	<p><u>Mr. Sambo, Director General, APIEX</u></p> <ul style="list-style-type: none"> <li>As follow-up and alternative investment strategy, PEPIC has been drafted as 10-year strategy, replacing previous PEPIC. Today, we invited new members and expect active discussion.</li> </ul> <p><u>Mr. Endo, Resident Representative, JICA Mozambique Office</u></p> <ul style="list-style-type: none"> <li>JICA has been assisting this project through sending project team of experts since March 2016. We expect fruitful discussion on private sector investment promotion, which is a vital issue for economic development of Mozambique.</li> </ul>
<b>Presentation of PEPIC Draft</b>	<u>Mr. Dinis Lissave (PEPIC Team, APIEX)</u> made presentation for Preliminary Draft of PEPIC 2019-2029 (August 2018). (see slide presentation for detail)
<b>Comment by JICA Project Team</b>	<u>Mr. Hidekazu Tanaka, Team Leader of JICA Project Team</u> made comments on the draft PEPIC by showing comparison of previous PEPIC (2014-16), next PEPIC draft (2017-19), for general structure and additional strategies to be covered. (see slide presentation for detail)
<b>Q&amp;A Session</b>	<b>Comments/ Suggestions/ Questions</b>
Mr. Sambo, DG APIEX	<ul style="list-style-type: none"> <li>What will happen after the gas and oil mega projects come to an end?</li> <li>Will it be possible to mobilize the 5 billion USD\$ of investment as the National Assembly (Parliament) decided should be mobilized by 2029?</li> </ul>
Dr. Cipton VALA, CEO of Mozambique Stock Exchange (BVM)	<ul style="list-style-type: none"> <li>Considered the PEPIC 2019 – 2029 Presentation a good working document to begin with as it allows for harmonization of diverse initiatives;</li> <li>Suggested that the investment portfolio could be improved;</li> <li>Besides attracting investment, APIEX could also function as a catalyzer for the drawing of investment projects by local institutions as well as helping with viability and environment studies;</li> <li>CTA should be included in the drawing of investment strategies;</li> <li>Production cooperatives should also be included in the strategy;</li> <li>Strategic objectives should be made clearer;</li> <li>In the SWOT, the document should highlight shortcomings in infrastructures, agriculture as well as agribusiness. It should be more specific regarding weaknesses;</li> <li>BVM will write down its suggestions and send them to APIEX in the near future.</li> </ul>
Dr. Reinaldo MENDIATE from the Zambezi Development Agency	<ul style="list-style-type: none"> <li>Understood that the idea of the Round Table was to gather inputs;</li> <li>However, there are too many projects per province that at first sight do not seem connected;</li> <li>It is not possible to determine how such projects can be integrated into a national development plan, as such, ie, with national impact;</li> </ul>

	<ul style="list-style-type: none"> <li>• How can we integrate regional projects in such a way that we have integrated development projects (regional and national);</li> <li>• What is the correlation between public investment <i>versus</i> private investment?</li> <li>• The Government should promote anchor investment projects that would attract private investors;</li> <li>• It has become common that provinces organize and carry out investment conferences. The question is: is there any coordination at national level about these provincial initiatives with the strategic plan (PEPIC 2019-2029)?</li> <li>• Is there any plan to avoid conflicts between investment projects and local communities?</li> </ul>
Representative from MITADER	<ul style="list-style-type: none"> <li>• Although sometimes it may be necessary to reorganize land distribution for certain projects, MITADER (Ministry of Land, Environment and Rural Development) should take into account the social and environment dimensions of the relocation of populations and environment impacts of such projects which may make investments more onerous for investors.</li> </ul>
The Representative from IPEME	<ul style="list-style-type: none"> <li>• On the capacity building of IPEME it should be added resource mobilization and integration of SMEs at local level.</li> </ul>
Joaquina (APIEX)	<ul style="list-style-type: none"> <li>• APIEX should contribute in the drawing of local investment projects and studies;</li> <li>• Should contribute with technical assistance to local governments (provincial and district level);</li> <li>• What partnerships could be set up in order to assist local governments' participation in order to make these investment projects viable?</li> </ul>
Representative from INOOQ	<ul style="list-style-type: none"> <li>• The strategic Plan should include the necessity of quality control culture at local level to make products competitive.</li> </ul>
Representative from FDA (Agriculture Development Fund)	<ul style="list-style-type: none"> <li>• The experience from former CPI should be included in the PEPIC 2019 – 2029;</li> <li>• There should be an effort to improve the doing business environment together with CTA;</li> <li>• The mechanism for the adoption of the legislation reforms is not clear.</li> </ul>
Ms. Natalia from National Petroleum Institute (INP)	<ul style="list-style-type: none"> <li>• There should be an alignment between the Strategic Plan and the National Development Plan as a whole;</li> <li>• Gas and Oil investments should be included in the PEPIC;</li> <li>• It is known that our SMEs have a deficit in their competitiveness, not only in supplying the local gas and oil industry, but to other industries and neighboring countries, therefore the SMEs should be capacitated;</li> <li>• Investment opportunities should be divulged and updated yearly, in order to allow potential investors to know what investment opportunities there are and where to invest.</li> </ul>
Ms Leonor from AT (Tax Authority)	<ul style="list-style-type: none"> <li>• Is it possible to include other sectors in the pillars other than Tourism, Infrastructure, Oil and Gas and Energy?</li> </ul>
Other Comment	<ul style="list-style-type: none"> <li>• The Presentation does not include the Special Economic Zones and Industrial Free Zones.</li> </ul>
<b>Remarks by</b>	<u>Mr. Dinis Lissave, APIEX</u>

<b>APIEX PEPIC Team</b>	<ul style="list-style-type: none"> <li>• Thank you for the comments by the participants. These comments will be referred to for further drafting of PEPIC. In particular, all JICA comments are to be reflected in the revised version.</li> </ul>
<b>Closing</b>	<p><u>Mr. Sambo, DG APIEX</u></p> <ul style="list-style-type: none"> <li>• PEPIC presented today is a preliminary draft. This will be further revised for technical committee of MIC, and through one or two more meetings, to be authorized as a national strategy. Hopefully, to be approved by the Cabinet before the General and Provincial Elections in October 2019.</li> </ul> <p><u>Mr. Endo, RR JICA</u></p> <ul style="list-style-type: none"> <li>• One of JICA's priority areas for cooperation in Mozambique is "industrial development" which is closely related with investment strategy. The industrial development requires balanced approach in both hardware and software. As for software aspect, JICA is also assisting IPEME and IFPELAC. We will continue working with APIEX for PEPIC revisions.</li> </ul>

### Outline for 7th PEPiP (1<sup>st</sup> PEPiC) Roundtable Meeting (Results)

1. Date:	December 6 <sup>th</sup> , 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 6) 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

## LIST OF PARTICIPANTS FOR PEPIC ROUND TABLE (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, Business Development	CPI
6	Octavio Zefanias	Head of Department, research and commercial Information	IPEX
7	Gil Bires	Deputy Director General	GAZEDA
8	Joaquina Gumeta	Coordinator	CPI
9	Carmen Ezequiel	Technician	GAZEDA
10	Lucia Mendes	Coordinator	CPI
11	Satie Rohit	Project Management Service	GAZEDA
12	Telma Comé	Technician	GAZEDA
13	John Bene	AIT/ Technician	GAZEDA
14	Tania Macarringue	Technician	GAZEDA
15	Sérgio 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

## 2nd PEPIC Roundtable Meeting (8<sup>th</sup> PEPIC RT)

Held in Maputo, at Avenida Hotel, on 22 November 2019

<b>Program</b>	See Attachment 1 (Agenda)
<b>Participants:43</b> (see Attachment 2 for list of participants)	Mozambique side: PEPIC member institutions (12), APIEX (15)
	Japanese side: Embassy of Japan (2), JICA Mozambique Office (4), JETRO Maputo Office(1), JICA Project Team (9, including local consultant and law office)
<b>Agenda</b>	<b>Brief Contents</b>
<b>1. Opening Remarks</b>	<p><u>Mr. Sambo, Director General, APIEX</u></p> <ul style="list-style-type: none"> <li>• PEPIC is an important strategic plan for investment and export promotion, which was discussed in the 1<sup>st</sup> PEPIC RT meeting, last year, as well as JCC meeting in May. Today, we have the Draft Final after of PEPIC reflecting comments collected, and inputs from the participants today are expected for further improvement.</li> <li>• The JICA Project supporting this activity will be completing in March next year. Today, JICA team will present Investment Procedure Guide and Foreign Exchange Regulation report, in addition to PEPIC discussion.</li> <li>• As reference to today's discussion, I would like to touch upon the four points indicated by the National Development Strategy: 1) Human resource development, 2) Productive activities, 3) Research and development and 4) Institutional development.</li> <li>• As for the important sectors to be developed for the country are: agriculture and fishery sector for their large employment and GDP contribution by 25%; manufacturing and tourism sectors are also important for their domestic value addition and employment absorption. In addition, public sector investment is also important along with private sector investment.</li> </ul> <p><u>Mr. Endo, Resident Representative, JICA Mozambique Office</u></p> <ul style="list-style-type: none"> <li>• Since its start of this project in 2016, the JICA consultant team has been assisting APIEX already for 3 and half year. As for the remaining period of this project, JICA would like to know how those inputs, in terms of knowledge and skill learnt through this project, are to be utilized for APIEX's future activities.</li> <li>• The PEPIC final draft document, prepared by APIEX and member institutions, is expected to contribute for investment and export promotion by APIEX. As for further promotion, information sharing among different level organizations might be required, in particular at Provincial level. In this respect, I think coordination with BAU will be important.</li> <li>• Today's meeting is an ideal opportunity to discuss the coordination issue as well, and expected to have lively exchange of views among participants.</li> </ul>
<b>2. Presentation of PEPIC Draft</b>	<u>Mr. Dinis Lissave (PEPIC Team, APIEX)</u> made presentation for Action Plan of PEPIC for 2020-2022, based on the Final Draft of PEPIC 2020-2030. (PEPIC Draft Final main text and Action Plan Matrix are distributed)
<b>3. Q&amp;A Session</b>	<b>Comments/ Suggestions/ Questions</b>
<b>Comments by Agricultural</b>	<ul style="list-style-type: none"> <li>• On Chapter 4, besides identifying target markets for the promotion of exports, it should include participation in meetings and or negotiations in</li> </ul>

<b>Development Fund (FDA)</b>	<p>order to identify and propose measures for market access. Also, it requires support in the negotiation of agreements for the access to international markets;</p> <ul style="list-style-type: none"> <li>• Chapter 4.2 -on promotional events, this point should go to 3.3 that deals with promotional activities;</li> <li>• There are some activities in the matrix that are not in Action Plan (2020 – 2022). A realignment should be done between the two.</li> </ul> <p><i>Mr. Lissave, APIEX: the given comments will be all reflected in PEPIC.</i></p>
<b>Comments by Zambezi Valley Development Agency (Adz)</b>	<ul style="list-style-type: none"> <li>• The Indicators shown in Chapter 1.3 should include “Strengthen the participation/coordination with Mozambican Embassies abroad”;</li> <li>• As for 1.4, “Territorial planning” should include support of concrete actions in implementing the territorial reordering in those areas (zones).</li> </ul> <p><i>Mr. Sambo, APIEX: This task will be helpful even for the Tourism Sector and for instance the recent developments in the Crusse Jamal Project.</i></p> <p><i>Mr. Lissave, APIEX: APIEX will open APIEX’s Representations in priority countries in terms of investment promotion. Territorial planning should be implemented for the existing SEZs as soon as possible.</i></p>
<b>Comments by Revenue Authority (AT)</b>	<ul style="list-style-type: none"> <li>• The Chapter 1.1.4 should have its activity regarding Doing Business;</li> <li>• The Ministry of Commerce and Industry should be included in the revision of the legal framework as it is necessary to review the legislation. Furthermore, it is also necessary to review and amend of the Fiscal Benefit Code.</li> </ul> <p><i>Mr. Lissave, APIEX: agree upon the amendment of the Fiscal Code.</i></p>
<b>Comments by National Institute of Standardization and Quality (INNOQ)</b>	<ul style="list-style-type: none"> <li>• There are no defined overall goals in PEPIC with a concrete time frame, e.g. annual targets, indicating the status for each year, that would be used for the monitoring of the implementation of PEPIC.</li> <li>• The indicators are vague and it seems difficult to verify the achievement of objectives.</li> <li>• The activities are not supported by budget.</li> </ul> <p><i>Mr. Lissave, APIEX: we will reconsider the indicators, but budget consideration has not been done yet because there is no feasibility study for each activity and it is impossible to estimate costs for implementation.</i></p>
<b>Comments by Commodities Exchange of Mozambique (BMM)</b>	<ul style="list-style-type: none"> <li>• Exports should be forced to pass through the Merchandise Exchange (BMM) so that products being exported can be controlled. BMM should be a part of the whole process of PEPIC for the development of national and international businesses;</li> <li>• The Merchandise Exchange is currently developing an electronic platform that will be operational within a year for the control of what is produced in the country and is exported;</li> <li>• BMM can contribute to the Doing Business Index as well.</li> </ul> <p><i>Mr. Lissave, APIEX: the provision of relevant information will be appreciated.</i></p>
<b>4. Presentation on Foreign Exchange Regulation Report</b>	<p>“Foreign Exchange Regulations in Mozambique” is under preparation by JICA Project Team, and its main contents are explained by the legal team (JLA Advogados). (Table of Contents and Summary Table of Foreign Exchange Regulations are distributed)</p>

Comments by Bank of Mozambique (BoM)	<ul style="list-style-type: none"> <li>• This report will be very valuable documents to investors and also contributes to improve Doing Business ranking.</li> <li>• Recently, the Foreign Exchange Law was revised regarding registration of foreign investment fund from BoM to commercial banks. This will shorten the time required for registration procedure by investors.</li> <li>• The law office (JLA) preparing this document can be considered as a partner for BoM, for investment promotion activities. I expect the explanation to foreign investors to be made in positive way, for encouraging foreign investment.</li> </ul>
<b>5. Report of Joint Evaluation for the Project</b>	Mr. Tanaka, JICA Project Team Leader, made a presentation on the result of Joint Evaluation done with APIEX, based on 5 Criteria by OECD. In addition, "Investment Procedure Guide" and "Business Licensing Guide" prepared by JICA Project Team was briefly introduced. (Those guidebooks, in Portuguese and English, were distributed to participants)
<b>6. Closing</b>	<p><u>Mr. Endo, RR JICA</u></p> <ul style="list-style-type: none"> <li>• I thank you for APIEX and the participants' support to this project.</li> <li>• JICA will continue cooperation for economic sector development including investment and trade promotion.</li> </ul> <p><u>Mr. Sambo, DG APIEX</u></p> <ul style="list-style-type: none"> <li>• Since the PEPIC period for 10 years from 2020 to 2030 might be too long to be approved by the up-coming new government, the strategic plan for more operational period (3 years) will be put for the government authorization.</li> <li>• I thank all participants for lively discussion to finalize PEPIC.</li> </ul>



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

2<sup>nd</sup> Roundtable Meeting of PEPIIC, 2020-2030

22 November 2019-Hotel Avenida, Maputo

### Agenda

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

## Participant List

**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 Robbetze	Investment Approval/ Facilitation (Business Environment)
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 AVOGADOS
9	Carol António Matias	Lawyer-JLA AVOGADOS

## 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

## **Annex 8: IT Training Reports**

## 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

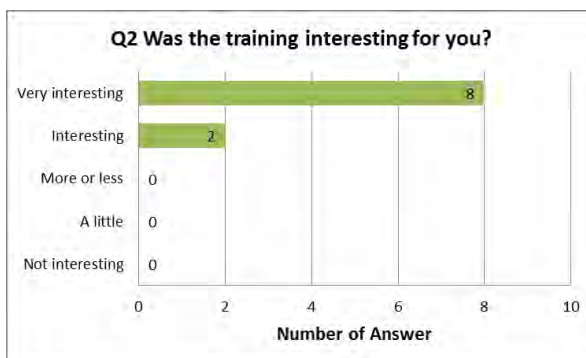
A set of questionnaires to participants was conducted after the training.

All participants answered that training contents was appropriate. Regarding level of interest, level of utility and training evaluation, there were no negative answers.

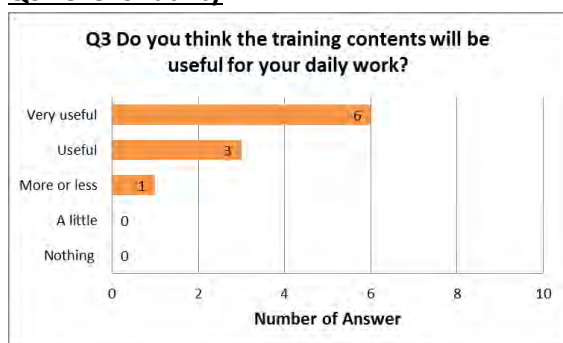
### Q1 Level of difficulty



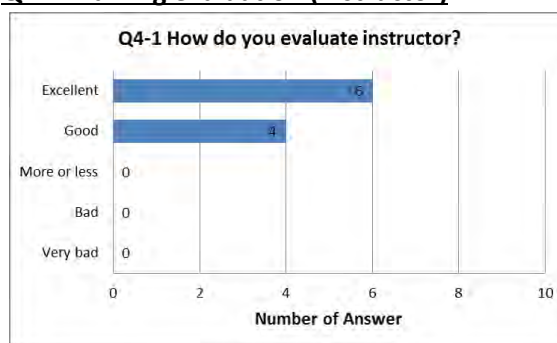
### Q2 Level of interest



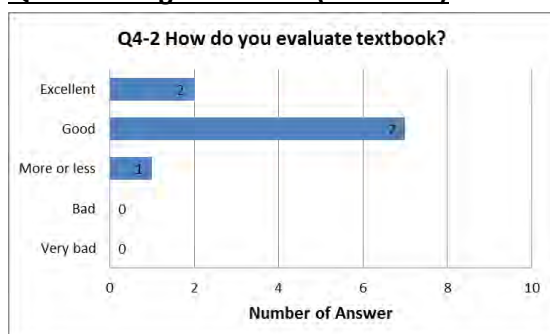
### Q3 Level of utility



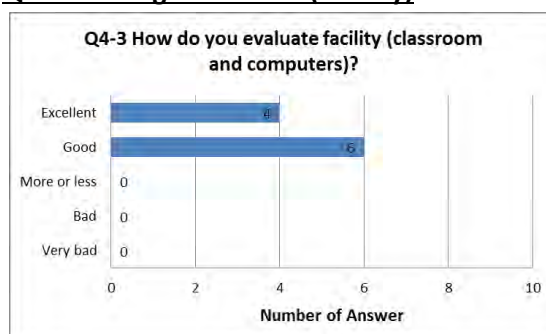
### Q4-1 Training evaluation (Instructor)



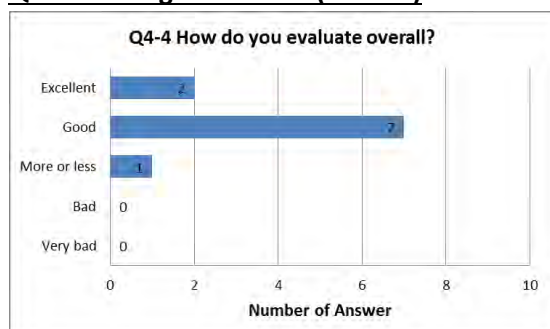
### Q4-2 Training evaluation (Textbook)



### 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

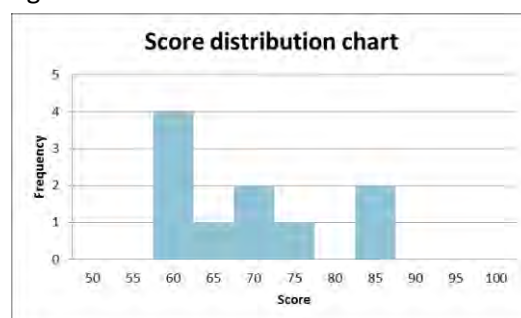
Average: 100% (10 persons: 100%)

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.

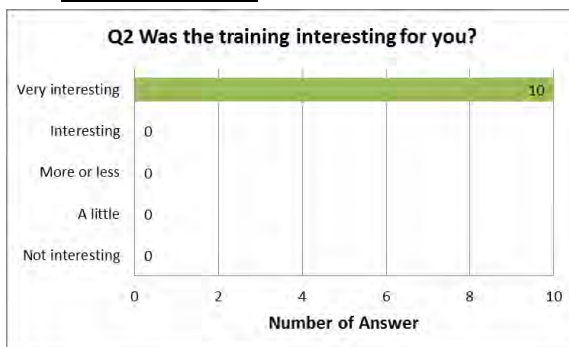
All participants answered that the training was very interesting and useful for their daily work.

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



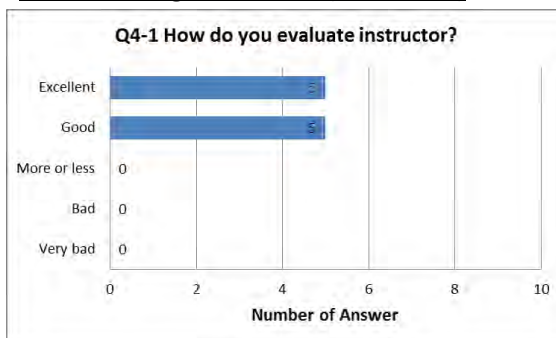
### Q2 Level of interest



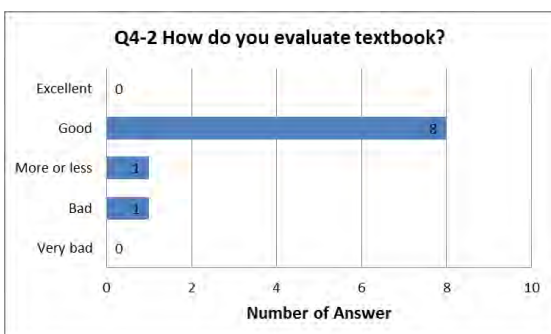
### Q3 Level of utility



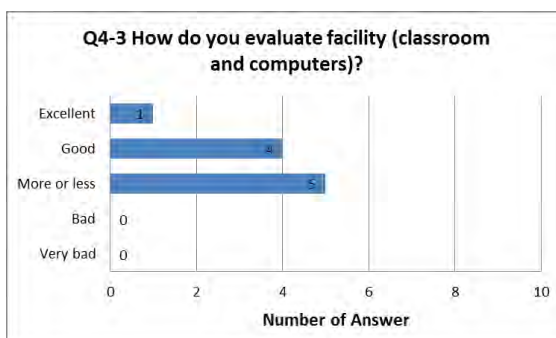
### Q4-1 Training evaluation (Instructor)



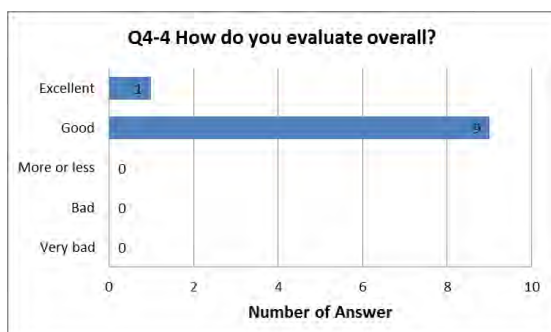
### Q4-2 Training evaluation (Textbook)



### 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
- 1<sup>st</sup> group: 9:00 to 10:30, 2<sup>nd</sup> group: 13:30 to 15:00

#### 1-4 Place

APIEX II (ex-GAZEDA) meeting room

#### 1-5 Agenda

	Time (1 <sup>st</sup> group)	Time (2 <sup>nd</sup> group)	Program	Presenter
1	9:00 – 9:05	13:30 – 13:35	Opening remark	Mr. Chaibo Selemene (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

1<sup>st</sup> group: 27 attended (ex-CPI: 12, ex-GAZEDA: 15) out of 31 invited staff (Attendance rate: 87%)

2<sup>nd</sup> 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.

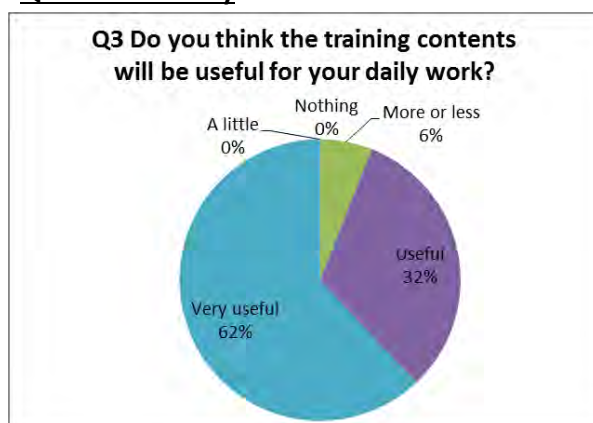
##### Q1 Level of difficulty



##### Q2 Level of interest



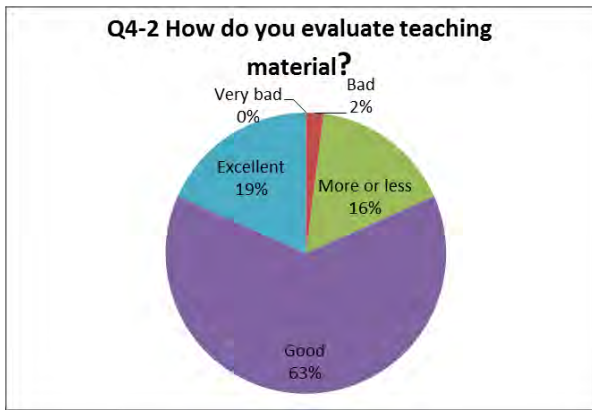
##### Q3 Level of utility



##### Q4-1 Training evaluation (Instructor)



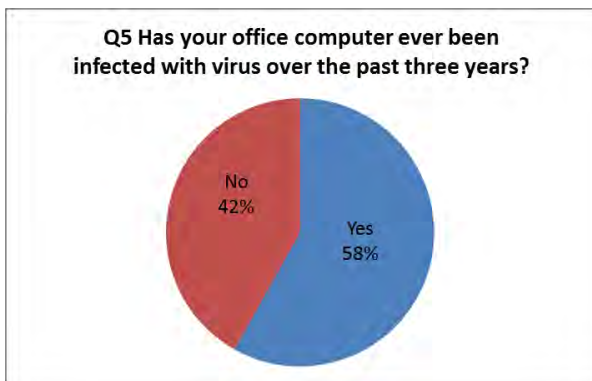
#### Q4-2 Training evaluation (Teaching material)



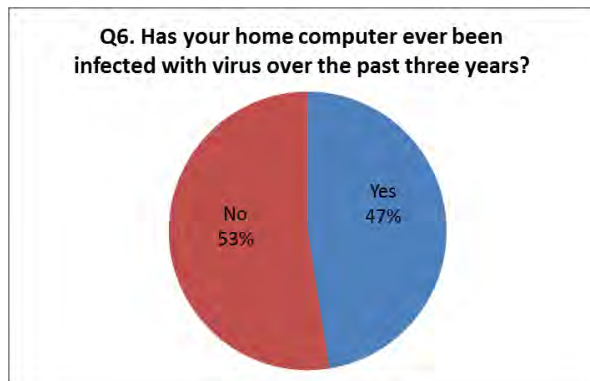
#### Q4-4 Training evaluation (Overall)



#### 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 (1<sup>st</sup> group)**



**At the end of training (2<sup>nd</sup> 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.

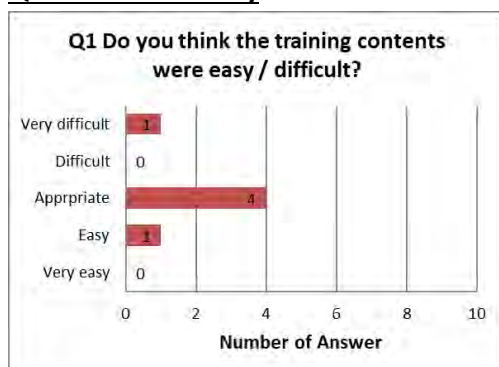
- After finishing the first day of training, the participant realized that he had received similar training before (1)
- Busy with his office work (1)
- Family illness (1)

## 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



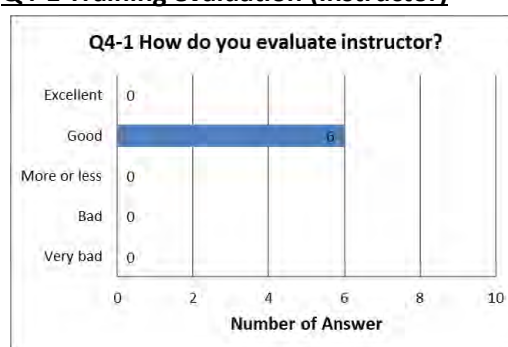
### Q2 Level of interest



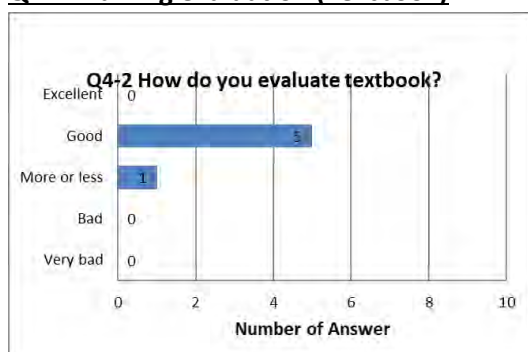
### Q3 Level of utility



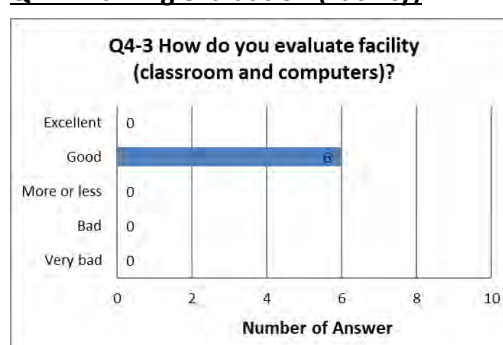
### Q4-1 Training evaluation (Instructor)



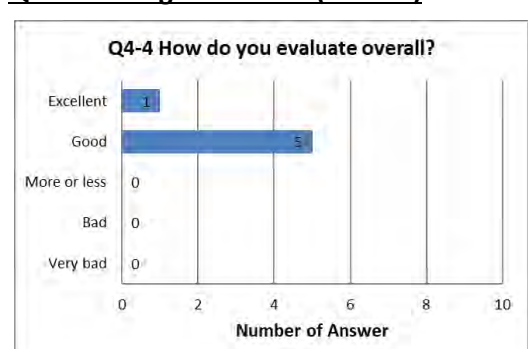
### Q4-2 Training evaluation (Textbook)



### 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)



## **Annex 9: PDM Version 0 and PDM Version 1**


## 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
<b>Overall Goal</b>					
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.		
<b>Project Purpose</b>					
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.		
<b>Outputs</b>					
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"> <li>- Information provision for interested investors (including management of client information)</li> <li>- Development/improvement of investment promotion materials (such as sector profile and investment guide)</li> <li>- Organization of promotional events (such as missions and seminars)</li> <li>- Selection of priority target market and proactive promotional activities for such market</li> </ul> <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"> <li>- Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects</li> <li>- Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses)</li> <li>- Investment monitoring: Effective communication with approved investment projects, information management of realized investment</li> </ul> <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</p> <p>(1) Investment Promotion</p> <p>(2) Investment Approval / Investment Facilitation</p> <p>(3) Organizational Management</p> <p>(4) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel</p> <p>(1) Project Director</p> <p>(2) Project Manager</p> <p>(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
<b>Overall Goal</b>					
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.		
<b>Project Purpose</b>					
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.		
<b>Outputs</b>					
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
	The Japanese Side	The 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"> <li>- Information provision for interested investors (including management of client information)</li> <li>- Development/improvement of investment promotion materials (such as sector profile and investment guide)</li> <li>- Organization of promotional events (such as missions and seminars)</li> <li>- Selection of priority target market and proactive promotional activities for such market</li> </ul> <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</p> <p>(1) Investment Promotion</p> <p>(2) Investment Approval / Investment Facilitation</p> <p>(3) Organizational Management</p> <p>(4) Information Management</p> <p>2. Training in Japan and/or third countries for counterpart staff</p>	<p>1. Assignment of counterpart personnel</p> <p>(1) Project Director</p> <p>(2) Project Manager</p> <p>(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 APIEX.
<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"> <li>- Management of Investment approval: Shortening and/or simplification of approval process, information management of proposed projects</li> <li>- Business licensing support: Compiling and publicizing information concerning business licenses (such as a list of required licenses and application forms for such licenses)</li> <li>- Investment monitoring: Effective communication with approved investment projects, information management of realized investment</li> </ul> <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><b>Pre-Conditions</b></p> <p></p> <p><b>&lt;Issues and countermeasures&gt;</b></p>