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# **Evaluation of PARPA II Private Sector Indicators and Recommendations for PARPA III**

**Executive Summary**

**[Draft]**

August 2009

This publication was produced by Nathan Associates Inc. for review by the United States Agency for International Development.



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# Executive Summary

This report was prepared for the Private Sector Working Group (PSWG) as input into the evaluation process of the Poverty Reduction Strategy Paper (PARPA II) (2006 to 2009) <sup>1</sup>. The purpose of this report is to provide the PSWG, a member of the PARPA II Economic Development Pillar, an evaluation and summary of the progress made, and obstacles encountered, in achieving the private sector strategic indicators PARPA II. The methodology consisted of a literature review, compilation of interview guides, and in-depth interviews with key personnel in all the relevant ministries and agencies. This report also proposes possible indicators for PARPA III. It is important to note that targets for the new proposed indicators have not yet been decided – this will be a separate process done in collaboration with the MPD. The methodology consisted of a literature review, compilation of interview guides, and in-depth interviews with key personnel in all the relevant ministries and agencies. There was no independent verification of results.

## EVALUATION OF RESULTS

It is important to make the distinction between input and output indicators in the PARPA II matrix. Result, or output indicators (“*Indicador de Resultados*”), are overall outcomes that depend heavily on the input, or process indicators (“*Realizações*”). The Government has more control over process indicators (e.g., changing laws, improving infrastructure, building capacity, etc.) than output indicators (e.g., Doing Business Ranking, value of exports, increased employment, etc.). By working to achieve the input indicators, output indicators will improve.

Input indicators have a high value as “quick wins”. However output indicators are more suited to provide broad direction to the economy, and to measure overall progress, provided they are adequately monitored and focused. Input indicators (e.g., the “*Indicador de Produto/Execução*” column of the PARPA II matrix<sup>2</sup>) had a higher success rate than output indicators (e.g., the “*Indicador de Resultados*” column of the PARPA II matrix<sup>3</sup>), as shown in Table 1 below. The results were encouraging as progress was made on all indicators:

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<sup>1</sup> The USAID Trade and Investment Project (TIPMOZ), managed by Nathan Associates, hired Cimpost to undertake an assessment of the PARPA II Private Sector Indicators as part of the PARPA II strategic evaluation.

<sup>2</sup> Of the 20 process indicators in this column (“*Indicador de Produto/Execução*”), all but 2 (38e – Number of Days for import/export as per the Doing Business Report; and 43d – Volume of exports of aquaculture products) are actual process indicators. The other 2 are result indicators.

<sup>3</sup> There are 7 result indicators in this column (“*Indicador de Resultados*”). In addition, there are 2 result indicators in the “*Indicador de Produto/Execução*” column (38e – Number of Days for import/export as per the Doing Business Report; and 43d – Volume of exports of aquaculture products).

- **All Indicators:** Fifteen indicators (55.6%) were fully achieved; six indicators (22.2%) made significant progress and five indicators (18.5%) had little or no achievement; one indicator had no target against which to base an evaluation.
- **Process Indicators:** Twelve process indicators, or 66.7%, were achieved; three process indicators, or 16.6%, showed good progress; two process indicators, or 11.1%, were not achieved; and one process indicators, or 5.6%, had no target.
- **Result Indicators:** Three result indicators, or 33.3%, were fully achieved; three result indicators, or 33.3%, showed good progress: and three result indicators, or 33.3%, were not achieved.

Table 1  
Level of Achievement by Type of Indicator

Level of Achievement	Process Indicators			Result Indicators			All	
	No.	PARPA II Matrix No.	%	No.	%	PARPA II Matrix No.	No.	%
100% achieved	12	38.a, 38.c, 38.d, 40.a, 40.b, 40.c, 42.a, 42.b, 42.c, 43.b, 43.c 44.b,	66.76%	3	33.33%	44.1, 40.1, 42.1,	15	55.6%
Good progress	3	38.b, 44.a, 43.a	16.67%	3	33.33%	38.e, 39.1, 41.1	6	22.2%
Not achieved	2	39.a, 41.a,	11.11%	3	33.33%	38.1,43.1, 43.d	5	18.5%
No Target	1	41.b	5.6%	0	0.0%		1	3.7%
Total	18		100.0%	9	100.0%		27	100.0%

Note: Categories of level of achievement as set by the Ministry of Planning and Development

In order to strengthen the impact of PARPA III on the economy, it is recommended to continue to place primary importance on output indicators and to ensure these indicators are regularly monitored. Accordingly, the PSWG review group agreed to propose to the Government that 15 indicators be retained and 12 indicators be dropped (see Table 2 below).

Table 2  
Recommendations for Retaining or Dropping Indicators

No.	Indicator	Rating	Retain	Drop
Result Indicators				
1	38.1. Doing Business Ranking	N	x	
2	38.e. N° of days [Doing Business]. Simplify imports and exports processes	P	x	
Process Indicators				
3	38.a N° of days to start a business.	A	x	
4	38.b. % of procedures simplified.	P	x	
5	38.c. Eliminate the sharing of fines.	A		x
6	38.d. Standards approved. [INNOQ].	A		x
Result Indicator				
7	39.1. N° of employees in the formal sector. [MITRAB].	P	x	
Process Indicator				
8	39.a. Cost of firing and hiring workers. [Doing Business Ranking].	N	x	
Result Indicator				
9	40.1. N° of national private operators in the mining sector.	A	x	
Process Indicators				

No.	Indicator	Rating	Retain	Drop
10	40.a. N° of geological studies.	A		x
11	40.b. Cumulative N° national trained miners.	A		x
12	40.c. Cumulative N° of negotiated contracts for new blocks	A	x	
Result Indicator				
13	41.1. N° of nights spent in Mozambique.	P	x	
Process Indicators				
14	41.a. % of local companies involved in the Tourism Sector	N		x
15	41.b. Reorganize the conservation areas of the country.	NT		x
Result Indicator				
16	42.1. Increase supply of national fisheries to the domestic market in metric tones. IDPPE	A	x	
Process Indicators				
17	42.a. N° of ice plants constructed. (IDPPE).	A		x
18	42.b. N° landing points built.	A		x
19	42.c. Rehabilitation of the fish port of Angoche and Beira.	A		x
Result Indicators				
20	43.1 Value of exports in millions of USD.	N	x	
21	43.d. Increase the exports of aquaculture.	N	x	
Process Indicators				
22	43.a. Fishing centers within the fisheries network.	P		x
23	43.b. Fish markets constructed and/or rehabilitated.	A		x
24	43.c. Dissemination of commercial fisheries information	A		x
Result Indicator				
25	44.1. Total N° of workers trained annually in formal sector.	A	x	
Process Indicators				
26	44.a. Training for self employment. (Introduce in MITRAB database).	P	x	
27	44.b. Formulation and submission of the Labor Law. (Ensure Implementing regulations for every sector).	A	x	
	Total		15	12

Note: A = 100% achieved, P= Good progress, N=Not achieved, NT = No Target

## DRIVERS AND OBSTACLES TO ACHIEVEMENT OF PERFORMANCE

Individuals and institutions interviewed noted the following:

### Drivers

Principal drivers reported:

- Impact of new legislation enacted by the Government of Mozambique that positively affects the business environment and the private sector in Mozambique.
- Dialogue between the Private Sector and Government on improving legislation and the business environment.
- Investment by private sector (e.g., mining, petroleum, tourism, energy).
- The commercial potential of the market (e.g., extractive industries, fisheries, tourism).
- Commercial forces driving policies and investment.

- General reform of the public sector.

## Obstacles

Principal obstacles reported:

- Some PARPA II matrix indicators were regarded as too general and unrealistic.
- Some indicators were perceived to lack clarity.
- PARPA/PES was not seen as drivers of reform and had insufficient monitoring, evaluation, control, and reporting.
- Inadequate resources (financial and human).
- Need for training (e.g., in technical topics).
- Inappropriate mind set, resistance to change, poor support services ( especially for exports).
- Situations where no one agency was responsible for the indicator, i.e. responsibility for achieving indicator can be spread among various institutions.
- Inadequate infrastructure (e.g., fisheries, mining).
- Market forces (e.g., fisheries).

## Legal and Policy Developments

A considerable amount of business-friendly legislation is being enacted and this is helping to achieve results (e.g., simplified licensing, One-Stop-Shop, elimination of minimum capital requirements, etc.). In addition, there is also a significant amount of new policies being formulated (e.g., bankruptcy law, single inspection agency, etc.). For PARPA II objectives to be realized, it will be important to ensure implementation of these new policies.

## Other Activities

Considerable progress has been achieved since independence in terms of turning Mozambique into a market-oriented economy and making the private sector the driving force for economic growth. Much of this progress is not recorded in PARPA or PES.

## RECOMMENDATIONS TO IMPROVE THE PERFORMANCE OF PARPA

### Issues

During the interviews, the following key issues were noted:

- **PARPA II Objectives:** It was reported that objectives were sometimes not clear. At times objectives are not under direct control of one organization, making achievement difficult.
- **Strategy:** Sector Strategies exist in many areas included in the PARPA II, but implementation of these strategies, including specific steps and timescale, often does not occur.
- **Monitoring and Evaluation:** There appears to be lack of adequate monitoring and evaluation mechanisms to review targets, assess progress, and take corrective action. Reporting systems are weak, and not timely. In some cases, they are not compatible with

the targets, so it is difficult to verify if targets are being achieved or not, and to assess progress of the overall program.

In summary: objectives, action plans, and control systems need strengthening and human capacity needs to be strengthened. Good monitoring and evaluation systems not only facilitate the achievement of results, but also build capacity.

## **Recommendations to Improve Monitoring and Evaluation Systems**

- For optimum effectiveness, there should be just one monitoring and reporting system, which includes all indicators. It is not considered useful to have indicators that are not tracked.
- Because the targets are important, performance should be monitored on a regular basis, with reporting procedures and adequate control systems (with adequate structures, resources, etc. in place).
- A greater focus on monitoring/evaluation and control systems will improve the quality and timeliness of results. This will assist and improve decision making by donors and government.
- Reports, for any given year, should focus on concrete results, and comparison to, program targets, with variances and their causes noted, and proposals put forward to remedy negative variances.
- Results, for any given year, should also be set in the context of the overall program, i.e., giving results and comparing them to targets for that year, but also in relation to the overall progress to date, again with any shortfalls noted and remedial action proposed.
- A practical way to achieve these objectives is to have a “report template” which sets out the format for the essential data and results to be included in reports.

## **PROPOSED RESULTS AND PROCESS INDICATORS FOR PARPA III**

Due to the vast number of result and process indicators in the PARPA II, MPD asked Pillars to reduce the number of indicators. The Economic Development Pillar of the PARPA II is made up of a number of diverse sectors—industrial policy, exports, labor policy, natural resources (mining and petroleum), tourism, and fisheries. Eliminating any sector from the Private Sector portion of the Economic Development Pillar of PARPA III does not seem appropriate. These sectors are drivers of the economy and have a vital development role. It is also important that each of these sectors participate in the formulation and monitoring of result and process indicators in the PARPA III – either through the PSWG or other forum.

In addition, a single indicator is insufficient to focus the development objectives of a sector. There is a valid case to have a number of key indicators for each sector. The priority is to stimulate the growth of the various sectors, and not primarily to simplify the monitoring system.

Table 3 proposes private sector indicators for the Economic Development Pillar for PARPA III. These indicators have been reviewed and approved by the PSWG technical committee following the PARPA II review process. The PSWG believe these are the minimum number

required to provide a development focus for each sector. These indicators are included in the PARPA matrix format in Attachment 3.

Table 3  
*Proposed PSD Indicators for PARPA III*

Objective	Output/Result Indicator	Input/Process Indicators	Suggested Targets (to be defined by MPD)
Improved PARPA III	1. Improve coordination of economic development programs	1.1 Combine PARPA, PES, etc	
		1.2 Reference key programs and link to PARPA, such as Aid for Trade and Integrated Framework	
		1.3 Improved regular Monitoring & Evaluation, with control and reporting systems within PARPA/PES, with specified program reporting templates.	
Improved Business Environment	2. Doing Business Rank		Set target at 70. Base 141 (2008).
		2.1 Simplify process of starting a business	Days to start a business – ranking in Starting a Business Component of Doing Business (Set target at 20, procedures 6, Base 26 (10)). [Mauritius 6 procedures, 5 days]
		2.2 Eliminate unnecessary business licenses/procedures for all economic sectors and simplify remaining ones.	Percent of processes and licenses simplified. Diagnostic of licenses in ministries
		2.3 Number of companies certified to international standards	No of companies certified.
	3. Annual increase in exports		To be determined
		3.1 Simplify import/export process	<ul style="list-style-type: none"> <li>No. of days for imports/exports per Doing Business (Target 10/10, Base 32/26)</li> <li>Eliminate pre-shipment inspection (PSI)</li> <li>Reduce scanning costs and frequency</li> <li>Improve support services (e.g., banks, insurance, forwarding agents, etc.)</li> </ul>
Employment Creation	4. Annual increase in employment		Existing target is 900,000 Improve system to obtain total coverage.
		4.1 Improve skills (numbers trained in programs).	<ul style="list-style-type: none"> <li>Target for overall number of trainees in training programs (divided into: apprentices, vocational skills etc).</li> <li>Target no. of trainees in self employment training programs.</li> </ul>
		4.2 Creation of implementing regulations for various sectors	Number of sectoral implementing regulations created
		4.3 Simplify process of hiring and firing workers	Doing Business ranking for hiring/firing workers (Existing target (for 2009) 30. Base 161 (2008)).
Increase national impact of the natural resources	5. Annual increase in sales of mining, and petroleum products.		To be determined

Objective	Output/Result Indicator	Input/Process Indicators	Suggested Targets (to be defined by MPD)
sector	6. Export sales increase		To be determined
			No. of new licenses issued (by type).
			Geological surveys to determine national natural resources.
			Train private operators.
Develop and Position Mozambique as a world-class tourism destination	7. Number of nights spent in Mozambique		Track and Increase tourist numbers, e.g., nights spent in Mozambique. Set appropriate target.
	8. Amount of revenue earned from tourism		Track and increase tourist revenue. Set appropriate target. Promotional activities.
		8.1 Classification of hotels, guest houses, restaurants. Provincial participation.	Classification system created. Number of businesses classified
	9. Investment in the tourism sector		Track new investment in the tourism sector [CPI approved investments]
Improve the competitiveness of commercial fishing and efficiency of artisanal fishing	10. Increase in Aquaculture volume, sales, and exports.		Target: 2,000 t Base (2008): 582 t
	11. Overall increase in catch (tones).		Target: Base (2008): 120,000 t
		11.1 General infrastructure: ports, landing points, ice plants, input supplies	To be determined
	12. Overall sales increase.	12.1 Commercialization activities: markets, shops, information bulletins.	To be determined
		12.2 Improved technology training, activities increasing added value	To be determined

## Attachment 1 – Original PARPA II Matrix

Objectivo	Indicador de Resultados [Fonte de Verificação]	Base 2005	Meta 2009	Realizações (Acções)	Responsável	Indicador de Produto/ Execução [Fonte de Verificação]	Base 2005	Meta 2006	Meta 2007	Meta 2008	Meta 2009
38. Melhorar o ambiente de negócios (par. 495)	38.1. Doing Business Ranking [Relatório anual do Banco Mundial]	110	70	Simplificação dos procedimentos para se começar um negócio	MINU / MIC	38.a. Nº de dias para se começar um negócio [Relatório anual do Banco Mundial] [Doing Business Annual]	153	100	60	40	30
				Simplificação do sistema de procedimentos de licenciamento de actividades económicas nos Ministérios	MIC (Grupo Inter-Ministerial)	38.b. % de procedimentos simplificados [MICGASP e Grupo Interministerial]	Diagnostico de licenças em todos os ministérios	25%	50%	75%	Todos
				Criação de uma inspecção geral	MIC / outros Ministérios	38.c. Comparticipação nas multas eliminada [MIC/Outros Ministérios]				X	
				Adopção e adaptação de normas internacionais (SD) e regionais de acordo com a s necessidades do sector privado	INNOQ / Sector Privado	38.d. Normas aprovadas [INNOQ]	30 (cumulativo)	38	48	58	68
				Simplificação dos procedimentos para fazer uma importação e exportação	CSTA / Banca / Ministérios / IPEX	38.e. Nº de dias [Doing Business]	41 (importações e exportações)	35	25	20	15
39. Criar o emprego (para. 556 e 497)	39.1. Nº de empregados no sector formal [MITRAB]	570000	900000	Aprovação e implementação duma Lei de trabalho flexível	MITRAB	39.a. Custo da contratação e despedimento dos trabalhadores [Doing Business]	113	113	80	60	30
40. Aumentar a participação do empresariado nacional no sector de Recursos Minerais (par. 550)	40.1. Nº de operadores privados nacionais no sector mineiro [MIREM]	390	1000	Realização de estudos geológicos	MIREM	40.a. Nº de estudos [MIREM]					
				Formação de operadores mineiros nacionais	MIREM	40.b. Nº cumulativo de operadores mineiros nacionais treinados [MIREM]	2	12	17	22	27
				Aumento do numero de contratos	MIREM	40.c. Nº cumulativo de contratos negociados de novos blocos [MIREM]	2	6	6	9	10
41. Desenvolver e posicionar Moçambique como destino turístico de classe mundial (par. 547)	41.1. Nº de noites passadas em Moçambique [MITUR]	N/d	Por definir	Promoção de negócios locais através de concessão de fundos locais, demarcação de terras comunitárias, estabelecimentos de infra-estruturas mínimas e mecanismos de gestão	MITUR	41.a. % de empresas locais nas principais áreas do turismo	Estabelecimento de mecanismos de gestão de fundos para apoio as comunidades nas ACTFs e Plano de turismo	Estabelecimento de infra-estruturas nas ACTFs. (30%). Demarcação (5%)	Criação e Concessão de fundos para projectos ecoturísticos e afins nas ACTFs (20%)	Concessão de fundos (10%)	
				Reabilitação e reorganização das áreas de conservação do país	MITUR / MICOA	41.b. Reabilitada e reorganizadas [MITUR/MICOA]		X	X	X	X
42. Pesca Artesanal: Melhorar o nível de vida das comunidades pesqueiras e gerir a exploração sustentável dos recursos (par. 542)	42.1. Nível de abastecimento do mercado interno com o pescado nacional em toneladas [DPPE]	100 mil	115 mil	Criação e/ou reabilitação das infra-estruturas de apoio	IDPPE	42.a. Nº de fábricas de gelo construídas [DPPE]		3	1	1	1
					IDPPE	42.b. Nº de desembarcadouros construídos [DPPE]		4	1	1	1
					MP - DNEP / DNAF	42.c. Reabilitado o Porto de Pesca de Angoche e Beira [DPPE]					X
43. Pesca Comercial: Melhorar a competitividade e sustentabilidade da pesca comercial (par. 544)	43.1. Valor das exportações em milhões de USD [DPPE]	90	115	Experiência e divulgação de técnicas melhoradas de conservação e processamento de pescado artesanal	IDPPE	43.a. Centros de pesca cobertos com a rede de extensão pesqueira [DPPE]	8	25	25	25	25
				Incentivo a distribuição e comercialização de pescado e de insumos de pesca	IDPPE	43.b. Mercados de peixe construídos/reabilitados [DPPE]	0	3	1	1	0
				Disseminação de informação sobre os mercados de pescado e de insumos de pesca	IDPPE	43.c. Divulgada informação comercial expandida dos actuais 13 distritos para 25 [DPPE]	13	16	19	22	25
				Expansão das áreas de aquacultura (camarão e algas)	MP - DAQ / Sector privado	43.d. O volume das exportações de aquacultura comercial crescendo das actuais \$30 para 2.000 toneladas anuais [DPPE]	630	800	1000	1500	2000
44. Criar o emprego (para. 556 e 497)	44.1. Nº de empregados totais no sector formal [Inquérito MITRAB]	1800	14300	Formações viradas para o auto-emprego	MITRAB	44.a. Nº de formados cada ano [MITRAB]	2500	2500	2500	2500	2500
				Regulamentação e submissão da Lei do Trabalho	MITRAB	44.b. Anteprojecto submetido [Anteprojecto de reforma da lei]		X			

## Attachment 2 – PARPA II Matrix with Achievements

Objectivo	Indicador de Resultados [Fonte de Verificação]	Base 2005	Meta 2009 [Posição 2009]	Realizações (Acções)	Responsável	Indicador de Produto/ Execução [Fonte de Verificação]	Base 2005	Meta 2006	Resultado 2006	Meta 2007	Resultado 2007	Meta 2008	Resultado 2008	Meta 2009	Apreciação do desempenho (see footer note)	
38. Melhorar o ambiente de negócios (par. 495)	38.1 Doing Business Ranking [Relatório anual do Banco Mundial]	110	70 [141]	Simplificação dos procedimentos para se começar um negócio	MJ / MIC	38.a. Nº de dias para se começar um negócio [Relatório anual do Banco Mundial "Doing Business Annual Report"]	153	90	140	60	134	40	141	30	A/Retain. DB #s change each year. Agreed to use number in year report as published 2009 report give 2008 ranking.	
				Simplificação do sistema de procedimentos de licenciamento de actividades económicas nos Ministérios	MIC (Grupo Inter-Ministerial)	38.b. % de procedimentos simplificados [MIC/GASP e Grupo Interministerial]	Diagnostico de licenças em todos os ministérios	25%	NA	50%	NA	75%	-50%	100%	P/Retain. Covers many Ministries, not tracked. Slow start, now good progress.	
				Criação de uma inspecção geral	MIC/outros Ministérios	38.c. Participação nas mutas eliminada			Progress	Progress			Reported that has been eliminated.	Eliminated	A/Drop. National Inspection Agency created	
				Adopção e adaptação de normas internacionais (ISO) e regionais de acordo com a s necessidades do sector privado	INNOQ/Sector Privado	38.d. Normas aprovadas [INNOQ]	30 (cumulativo)	38	NA	48	36	58	42	119	A. Good performance, schd with big increase. Substitute certification of companies.	
				Simplificação dos procedimentos para fazer uma importação e exportação	CSTA/Banca/Ministérios/ PEX	38.e. Nº de dias [Doing Business]	41/41 (importações e exportações)	35/35	38/39	30/30	38/27	20/20	32/26	15	P/Retain. Still slow and behind target. Support services also weak. Scanning costly. Eliminate pre-shipment inspecn.	
39. Criar o emprego (par. 556 e 497)	39.1. Nº de empregados no sector formal [MITRAB]	570000	900000 [204,000]	Aprovação e implementação duma Lei de trabalho flexível	MITRAB	39.a. Custo da contratação e despedimento dos trabalhadores [Doing Business Posição]	113	113	157	80	162	60	161	30	N/Retain. Significant disimprovement in Rank.	
40. Aumentar a participação do empresariado nacional no sector de Recursos Minerais; posicionar Moçambique como destino turístico de classe mundial (par. 547)	40.1. Nº de operadores privados nacionais no sector mineiro [MIREM]	390	1,000 [1,064]	Realização de estudos geológicos	MIREM	40.a. Nº de estudos [MIREM]	NA	None	NA	None	NA	None	NA	None	A/Drop. Large scale geol map of Moz completed, equiv to many studies. Substitute survey of natl nat resources.	
				Formação de operadores	MIREM	40.b. Nº cumulativo de operadores mineiros nacionais	2	12	5	17	50	22	54	27	A/Drop. Greatly exceeded, retain as internal target.	
				Reabilitação e reorganização das áreas de conservação do país (par. 548)	MITUR/MICOA	41.b. Reabilitada e reorganizadas [Nota técnica]	-	-	-	-	-	-	-	No Target set	NT/Drop. Not possible to evaluate as no target. Maintain as internal target.	
42. Pesca Artesanal: Melhorar o nível de vida das comunidades pesqueiras e gerir a exploração sustentável dos recursos (par. 542)	42.1. Nível de abastecimento do mercado interno com o pescado nacional em toneladas [IDPPE]	100 mil	115 mil [120.2 mil]	Criação e/ou reabilitação das infra-estruturas de apoio	IDPPE	42.a. Nº de fábricas de gelo construídas [IDPPE]	-	3	0	1	1	1	2	1	A/Drop. Good progress, maintain as internal target.	
					IDPPE	42.b. Nº de desembarcadouros construídos [IDPPE]	-	4	0	1	0	1	5	1	A/Drop. Good progress, maintain as internal target.	
					MP - DNEP / DNAP	42.c. Reabilitado o Porto de Pesca de Angoche e Beira [IDPPE]	0	0	0	1	0	0	1	1	1	A/Drop. Achieved.
43. Pesca Comercial: Melhorar a competitividade e sustentabilidade da pesca comercial (par. 544)	43.1. Valor das exportações em milhões de USD [IDPPE]	90	115 No data, but exports down.	Experiência e divulgação de técnicas melhoradas de conservação e processamento de pescado artesanal	IDPPE	43.a. Centros de pesca cobertos com a rede de extensão pesqueira [IDPPE]	8	25	0	25	0	25	50	25	25	P/Drop. Good progress, more appropriate as internal target.
					IDPPE	43.b. Mercados de peixe construídos /reabilitados [IDPPE]	0	3	0	1	0	1	5	0	7 lojas, plus 20 "informal" lojas.	A/Drop. Good progress, better as internal target.
					IDPPE	43.c. Divulgada informação comercial expandida dos actuais 13 distritos para 25 [IDPPE]	13	16	ND	19	ND	22	50	25	A/Drop. Good progress reported Better as internal target.	
					MP - DAQ / Sector privado	43.d. O volume das exportações de aquacultura comercial crescendo das actuais 630 para 2,000 toneladas anuais [IDPPE]	630 t	800 t	ND	1,000 t	NA but drop	1,500 t	Only 582 t produced	2,000 t	N/Retain. Strong neg market forces. Important sector with potential.	
44. Criar o emprego (par. 556 e 497)	44.1. Nº de empregados totais no sector formal [Inquérito MITRAB]	1 800	14 300 [43,587]	Formações viradas para o autoemprego	MITRAB	44.a. Nº de formados cada ano [MITRAB]	2500	2500	ND	2500	ND	2500	ND	2500	P/Retain. Extend data to cover the statistics. Inc with 44.1 above.	
				Regulamentação e submissão da Lei do Trabalho	MITRAB	44.b. Anteprojecto submetido [Anteprojecto de reforma da lei]		x			New Law		Create implementing Regulations	A/Retain. Implement the regulations in all sectors.		

Note: A = 100% achieved, P= Good progress, N=Not achieved, NT = No Target

## Attachment 3 – Proposed PSD Indicators for PARPA III

Objectivo	Indicador de Resultados [Fonte de Verificação]	Base	Meta	Realizações (Acções)	Responsável	Indicador de Produto/ Execução [Fonte de Verificação]	Base 2009	Meta 2010	Meta 2011	Meta 2012	Meta 2013
Melhorar PARPA III	Melhorar coordenação da programas e processos de desenvolvimento			Interligar PARPA, PES e outros sistemas de monitoria	MPD						
				Referencia PARPA aos programas chaves, eg Aid for Trade, Integrated Framework	MPD						
				Melhorar o sistema da monitoria e avaliação	MPD						
Melhorar o ambiente de negócios (par. 495)	Doing Business Ranking [Relatório anual do Banco Mundial]			Simplificação dos procedimentos para se começar um negócio	MINJ / MIC	Nº de dias para se começar um negócio [Relatório anual do Banco]					
				Eliminação onde possível e simplificação do sistema de procedimentos de licenciamento de actividades económicas nos Ministérios	MIC (Grupo Inter-Ministerial)	% de procedimentos simplificados [MIC/GASP e Grupo Interministerial]					
				Certificação das empresas [INNOQ]	INNOQ / Sector Privado	Por definir					
	Aumento nas exportações			Simplificação dos procedimentos para fazer uma importação e exportação	CSTA / Banca / Ministérios / IPEY	Nº de dias [Doing Business]					
				CSTA / Banca / Ministérios / IPEY	Eliminação das inspecções pre-embarque						
				CSTA / Banca / Ministérios /	Reduzir os custos e prazos de scanning						
Criar o emprego (pars. 556 e 497)	Nº de empregados no sector formal [MITRAB]			Implementação da Lei do Trabalho em todos os sectores.	MITRAB	Numero de sectores em que e implementada.					
				Formações viradas para o emprego (incluindo auto-emprego).	MITRAB	Nº de formados cada ano (incluindo auto emprego). [MITRAB]					
				Simplificação da contratação da empregados	MITRAB	Custo da contratação e despedimento dos trabalhadores* [Doing Business]					
Aumentar o impacto nacional do sector de Recursos Minerais	Aumentar as vendas das minerais			Realização de estudos geológicos dos todos os recursos minerais nacionais.	MIREM	Nº de estudos [MIREM]					
				Aumento do numero de contratos, blocos e minas.	MIREM	Nº de contratos [MIREM]					
				Aumentar o numero de formados no empresariado nacional no sector de Recursos Minerais	MIREM	Nº de contratos [MIREM]					
	Aumentar as exportações			Aumento nas exportações	MIREM	Exportações [INE]					
Desenvolver e posicionar Mocambique como destino turístico de classe mundial (par 547)	Nº de noites passadas em Moçambique		Por definir	Actividades turísticas promocionais.	MITUR	Por definir					
				Aumentar as receitas turísticas	MITUR	Numeros classificados.					
	Aumentar Investimento no sector do turismo		Por definir	Investimento na sector do turismo	MITUR	Investimento aprovado [CPI]					
Pesca Artesanal e Comercial: Melhorar a competitividade da pesca comercial, e a eficacia da pesca artesanal.	Nível de abastecimento do mercado interno com o pescado nacional em toneladas			Criação e/ou reabilitação das infra-estruturas de apoio	MP/IDPPE						
				Experiência e divulgação de técnicas melhoradas de conservação e processamento	MP/IDPPE						
	Aumentar as receitas pesqueiras nacionais. US\$.			Incentivo a distribuição e comercialização de pescado e de insumos de pesca	MP/IDPPE						
	Valor das exportações em milhões de USD [IDPPE]			Expansão das áreas de aquacultura (camarão, peixe, e algas)	INAQUA	Aumento o volume das exportações de aquacultura comercial, volume e valor.					