



## Competitiveness and Private Sector Development (P106355)

AFRICA | Mozambique | Trade & Competitiveness Global Practice |  
IBRD/IDA | Specific Investment Loan | FY 2009 | Seq No: 13 | ARCHIVED on 29-Nov-2015 | ISR21507 |

Implementing Agencies:

### Key Dates

#### Key Project Dates

Bank Approval Date:12-Feb-2009

Effectiveness Date:28-Oct-2009

Planned Mid Term Review Date:30-Jun-2011

Actual Mid-Term Review Date:20-Aug-2012

Original Closing Date:30-Nov-2014

Revised Closing Date:30-Nov-2015

### Project Development Objectives

Project Development Objective (from Project Appraisal Document)

The projects overall objective will be to improve the business environment and enhance the competitiveness of targeted enterprises. This will be achieved by: (i) reducing the cost of doing business through support to GoM reforms and capacity building of key public sector agencies (ii) developing and strengthening the capacity of local intermediaries to deliver business services in targeted sectors; (iii) and piloting region specific interventions in tourism and horticulture sectors. Indicators include results at the enterprise level such as increased sales; results at the intermediary level such as number of new business services to SMEs; and at the policy level such as through improved Doing Business ranking.

Has the Project Development Objective been changed since Board Approval of the Project Objective?

No

### Components

Name

Improving Enterprise Competitiveness:(Cost \$14.39 M)

Improving Business Enabling Environment:(Cost \$5.30 M)

Project Management, Monitoring, and Evaluation:(Cost \$3.66 M)

### Overall Ratings

Name	Previous Rating	Current Rating
Progress towards achievement of PDO	<span style="color: green;">●</span> Satisfactory	<span style="color: green;">●</span> Satisfactory
Overall Implementation Progress (IP)	<span style="color: green;">●</span> Satisfactory	<span style="color: green;">●</span> Satisfactory
Overall Risk Rating	<span style="color: orange;">●</span> Moderate	<span style="color: orange;">●</span> Moderate



## Implementation Status and Key Decisions

The project is now concluding with majority of results achieved. The relevance of project interventions remains high in Mozambique and moving forward, it is important for Government, partners, and the private sector to build on the results and pilots supported. While the project has achieved 100% disbursement, there had been some delays along the way which affected the timelines of deliverables and had necessitated a one year extension. Nonetheless, when looking at all results - including additional impacts beyond the agreed indicators and the institutional development aspects - it is expected that the economic analysis of project achievements will demonstrate that results exceeded expectations by far when it comes to project outcomes and impact. An Implementation Completion Report will be prepared that will reflect in depth on the results, sustainability, efficiency, and institutional development aspects of the project.







## Risks

### Systematic Operations Risk-rating Tool

Risk Category	Rating at Approval	Previous Rating	Current Rating
Political and Governance	--	● Moderate	● Moderate
Macroeconomic	--	● Low	● Low
Sector Strategies and Policies	--	● Low	● Low
Technical Design of Project or Program	--	● Moderate	● Moderate
Institutional Capacity for Implementation and Sustainability	--	● Moderate	● Moderate
Fiduciary	--	● Moderate	● Moderate
Environment and Social	--	● Low	● Low
Stakeholders	--	● Low	● Low
Other	--	--	--
Overall	--	● Moderate	● Moderate

## Results

### Project Development Objective Indicators

- Sales growth for businesses benefitting from the matching grant program compared to that in control group (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	US\$ 350000	The impact survey firm has been selected and work will start shortly on the survey with results expected by project end.	The impact survey firm has concluded its field work with report expected in December	10% sales growth for SMEs supported



Date	30-Jun-2013	31-May-2015	30-Sep-2015	30-Nov-2015
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► Value of incremental sales in supported businesses (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0	Nampula Center survey ongoing to collect data on incremental sales generated from trainees businesses.	US\$12 millio	US\$ 4 million
Date	01-Jul-2009	31-May-2015	15-Nov-2015	30-Nov-2015

► Number of days to issue commercial license (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	42.00	7.00	7.00	11.00
Date	01-Jul-2009	31-May-2015	31-Oct-2015	--

► Number of days to issue industrial licenses (Days, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	32.00	13.00	13.00	20.00
Date	01-Jul-2009	31-May-2015	31-Oct-2015	30-Nov-2015

Overall Comments

**Intermediate Results Indicators**



► Number of project supported trainees using acquired skills in tourism related businesses (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0	1119- of which 623 is private sector	1432- of which 866 is private sector	800
Date	01-Jul-2009	31-May-2015	31-Oct-2015	30-Nov-2015

► Number of trainees using the acquired techniques and quality standards to improve horticultural products (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0	609- of which 407 work in private sector	695- of which 449 work in private sector	800
Date	01-Jul-2009	31-Mar-2015	30-Sep-2015	30-Nov-2015

► Reduction in number of days to clear imports and exports (Text, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	26 - exports and 32- imports	21- exports; 25-imports	19-exports; 5-imports	13-exports and 16- imports
Date	01-Jul-2009	31-May-2015	31-Oct-2015	30-Nov-2014

► Volume of Bank Support: Institutional Development - SME (Amount(USD), Core)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	3300000.00	3300000.00	3000000.00
Date	01-Jul-2009	31-May-2015	31-Oct-2015	30-Nov-2015



▶ Number of standards introduced for which standard setting has been initiated by the private sector (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	12.00	21.00	9.00
Date	01-Jul-2009	31-May-2015	31-Oct-2015	30-Nov-2015

▲ Percentage of financial statement prepared by Large and Medium enterprises in accordance with IFRS (Number, Custom Breakdown)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	--	130.00	130.00	75.00
Date	--	30-Nov-2014	30-Nov-2014	--

▶ Number of linkages contracts between SMEs and tourism establishments (Number, Custom)

	Baseline	Actual (Previous)	Actual (Current)	End Target
Value	0.00	92.00	78.00	50.00
Date	01-Jul-2009	31-May-2015	31-Oct-2015	--

Comments

There has been a slight decrease in this indicator as some of the linkages contracts have not continued and the supervision mission also verified the actual linkages so far excluding already existing contracts.

Overall Comments

## Data on Financial Performance

### Disbursements (by loan)

Project	Loan/Credit/TF	Status	Currency	Original	Revised	Cancelled	Disbursed	Undisbursed	Disbursed
P106355	IDA-45460	Effective	XDR	16.80	16.80	0.00	16.78	0.02	100%

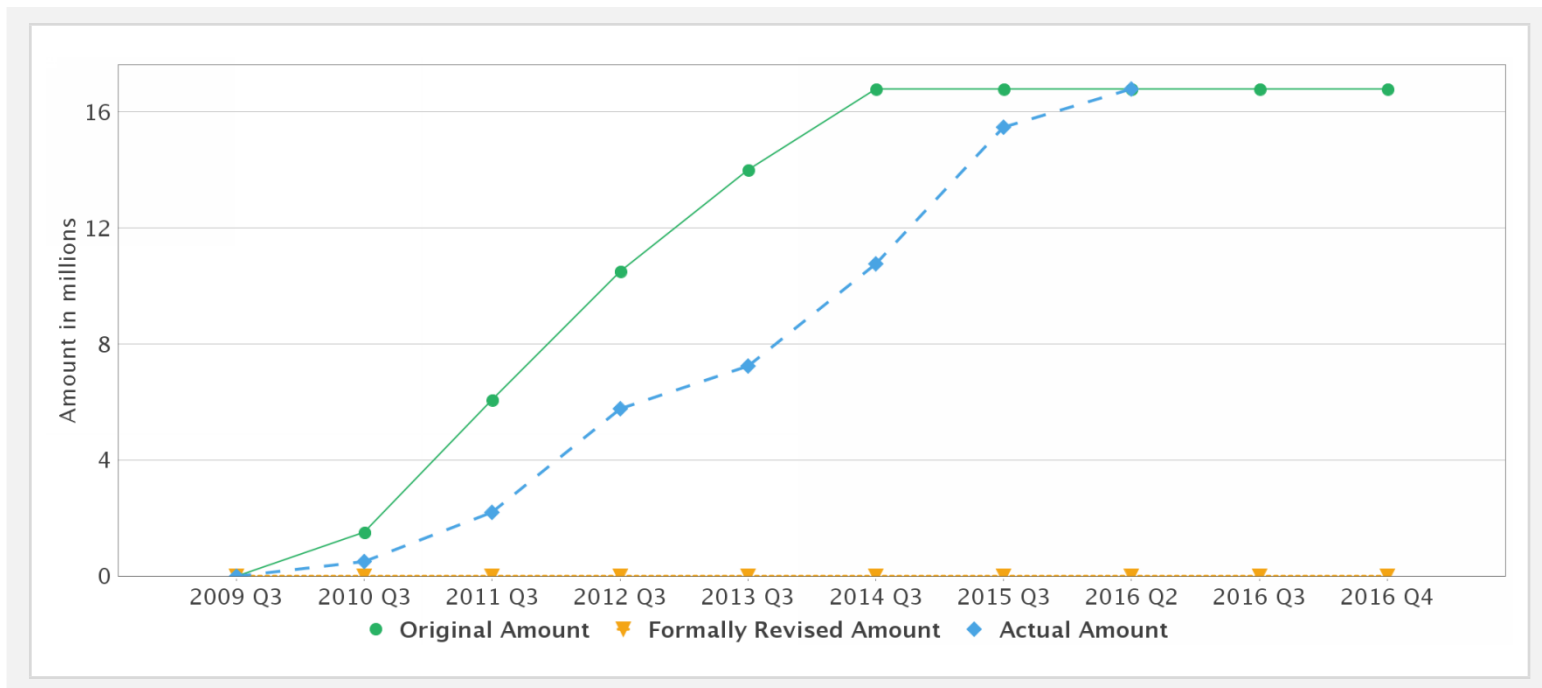
### Key Dates (by loan)





Project	Loan/Credit/TF	Status	Approval Date	Signing Date	Effectiveness Date	Orig. Closing Date	Rev. Closing Date
P106355	IDA-45460	Effective	12-Feb-2009	02-Apr-2009	28-Oct-2009	30-Nov-2014	30-Nov-2015

**Cumulative Disbursements**



**Restructuring History**

Level 1 Approved on 10-Sep-2013 ,Level 2 Approved on 20-Jan-2015

**Related Project(s)**

There are no related projects.