

Inventarislijst Wob Mozambique

Nr.	Datum	Documenttype	Documenttitel	Uitzonderingsgron	Afzender	Ontvanger	Thema
1	2016.06.14	Advies	Besluitvorming bezoekenoverleg over type bezoek		DAF		Bezoek
2	2017.05.15	Berichtenverkeer	Scenesetter voor bezoek president Nyusi aan NL		MAP	BZ	Bezoek
3	2017.05.24	Berichtenverkeer	Verslag bezoek Nyusi aan NL		DAF		Bezoek
4	2017.04.12	Contacten	Contactpersonen per programmaonderdeel		DAF		Bezoek
5	2017.05.08	Deliverables	Deliverables visit President Nyusi		DAF	BZ	Bezoek
6	2011.08.11	Dossier	Werkbezoek Vaste Commissie Buitenlandse Zaken Mozambique		BZ		Bezoek
7	2017.05.--	Dossier	Dossier M bezoek Nyusi		DAF	M	Bezoek
8	2017.05.--	Dossier	Dossier MP Inkomend officieel bezoek Moz				Bezoek
9	2017.05.03	Dossier	IOB MOZ dossier PLVDGIS		DAF	PlvDGIS	Bezoek
10	2012.03.29	Gespreksfiche	Kennismakingsbezoek UAIENE		DAF		Bezoek
11	2016.--.--	Gespreksfiche	Telefoongesprek met Uaiene in Brussel		DAF	M	Bezoek
12	2016.06.15	Gespreksfiche	Gesprek M met Mozambique MFA Oldemero Baloi		DAF	M	Bezoek
13	2016.06.30	Gespreksfiche	Achtergrond gesprek MDM Simango		DAF	M	Bezoek
14	2017.06.09	Kamervragen	Vragen over het bezoek van de Mozambikaanse president		DAF	Tweede Kamer	Bezoek
15	2011.08.12	Memo	Bezoek Vaste Kamercommissie voor Buitenlandse Zaken aan Mozambique en Kenia		DAF	DGPZ & WndDGIS	Bezoek
16	2012.03.04	Memo	a. Memo - Aanbieding geloofsbrieven		DAF	DGIS, DGCB	Bezoek
17	2012.03.04	Memo	b. Bijlage - Fiche Mozambique		DAF	DGIS, DGCB	Bezoek
18	2012.03.29	Memo	a. Memo - Aanbieding geloofsbrieven		DAF	DGIS, DGCB	Bezoek
19	2012.03.29	Memo	b. Bijlage - Gespreksnotities DGIS		DAF	DGIS, DGCB	Bezoek
20	2015.10.29	Memo	Inkomend werkbezoek President Mozambique Nyusi tijdens Europa tour april 2016		DAF	R	Bezoek
21	2015.10.29	Memo	Inkomend werkbezoek President Mozambique Nyusi		DAF/DIO	DGs	Bezoek
22	2016.11.11	Memo	Plv.DGIS Dossier bezoek aan Mozambique 1411-1611		DAF		Bezoek
23	2017.02.10	Memo	Werkbezoek van de president van Mozambique – Bilateraal gesprek - ex R		DAF		Bezoek
24	2017.02.10	Memo	Werkbezoek van de president van Mozambique – Bilateraal gesprek - ex M		DAF		Bezoek
25	2017.05.19	MR-notitie	a. MR-notitie 19 mei 2017		M	MR	Bezoek
26	2017.05.19	MR-notitie	b. spreekpunten MR 19 mei 2017		M	MR	Bezoek
27	2017.05.24	MR-notitie	a. MR-notitie 24 mei 2017		M	MR	Bezoek
28	2017.05.24	MR-notitie	b. Spreekpunten MR 24 mei 2017		M	MR	Bezoek
29	2017.05.06	Pers	Persaccreditatie tekst		RVD		Bezoek
30	2017.05.16	Pers	Beantwoording vragen NRC bezoek Nyusi		DAF	NRC	Bezoek
31	2017.05.16	Pers	QandAs		DAF		Bezoek
32	2017.05.16	Pers	QenAs bezoek president Nyusi		DAF		Bezoek
33	2017.05.10	Programma	Programma bezoek Nyusi (blokkenschema)		DAF		Bezoek
34	2017.05.23	Programma	Tentative Programme First Lady of Mozambique		DAF		Bezoek
35	2016.07.14	Verslag	Debriefing gesprek CdP met Min BZ Mozambique		MAP		Bezoek
36	2016.11.04	Achtergrond	NL betrokkenheid financiële malversaties		DAF		Fraude
37	2013.11.04	Berichtenverkeer	Gevolgen voor EMATUM deal voor begrotingssteun		MAP		Fraude
38	2015.12.15	Berichtenverkeer	Mozambique - Economie - IMF outlook for Mozambique		MAP	BZ	Fraude
39	2016.05.27	Berichtenverkeer	Perfecte Storm in Mozambique – Nieuwe IMF missie allesbeslissend		MAP	BZ	Fraude
40	2016.06.27	Berichtenverkeer	Internationale financiële instellingen - IMF mission to Mozambique debrief		MAP	BZ	Fraude
41	2017.06.25	Berichtenverkeer	Fraude - Mozambique – uitkomsten audit naar verborgen schulden openbaar gemaakt		MAP		Fraude
42	2016.04.14	Bulletin	Fraude		KAM	BZ	Fraude
43	2016.04.21	Bulletin	Fraude		DAF	BZ	Fraude
44	2016.05.04	Bulletin	Mozambique Fraude		DAF	BZ	Fraude
45	2016.05.11	Bulletin	Fraude		DAF	VCI, DCV	Fraude
46	2016.06.16	Bulletin	Mozambique Fraude financiële crisis		DAF	BZ	Fraude

47	2016.09.30	Bulletin	Fraude Audit		DAF	BZ	Fraude
48	2016.11.05	Bulletin	Fraude audit		KAM	DAF	Fraude
49	2017.06.25	Bulletin	Auditrapport		DAF	DAF	Fraude
50	2017.07.21	Bulletin	IMF-missie		DAF	Daf	Fraude
51	2013.10.23	Email	Africa Confidential Alert - The Mystery Ship Deal		DAF		Fraude
52	2016.04.05	Email	Mozambique - update		MAP	BZ	Fraude
53	2016.04.11	Email	Verslechterde financiële situatie - IMF		MAP	BZ	Fraude
54	2016.04.14	Email	Bullets Mozambique-IMF-paradise lost?		MAP	PS, RS	Fraude
55	2016.04.20	Fiche	Passieve woordvoering Mozambique		DAF	M	Fraude
56	2013.11.06	Instructie	Instructie COAFR AWG		DAF		Fraude
57	2016.05.11	Instructie	Instructie COAFR AWG		DIE-EX		Fraude
58	2016.09.06	Kamerbrief	Definitieve inzet hulp 2016 & Oplegmemorandum		R	Kamer	Fraude
59	2013.11.07	Memo	IMF - Scheepsdeal roept vele vragen op		DAF	R	Fraude
60	2016.05.02	Memo	Tijdelijk aanhouden OS-middelen aan overheid Mozambique		DAF		Fraude
61	2016.05.30	Memo	Mozambique inzet ODA middelen via de overheid		DAF		Fraude
62	2016.07.04	Memo	Beoogd inkomend bezoek President van Mozambique		DAF		Fraude
63	2016.08.22	Memo	Mozambique inzet ODA middelen 2016 (vervolg)		DAF		Fraude
64	2016.08.30	Memo	Gewijzigde inzet ODA Mozambique in 2016 – Opportuniteit informeren Kamer		DAF		Fraude
65	2016.08.31	Memo	b. bijlage - Kamerbrief Mozambique definitieve inzet 2016 final draft		DAF		Fraude
66	2016.08.31	Memo	a. Memo - Kamerbrief Mozambique definitieve inzet 2016		DAF		Fraude
67	2016.11.30	Paper	Draft discussiepaper - Hervatting hulp aan Mozambique		DAF		Fraude
68	2016.11.30	QandA	Q&A Moz AO		DAF	M	Fraude
69	2016.12.13	QandA	AO partnerlanden Q&A's Mozambique		DAF	M	Fraude
70	2016.04.26	Veiligheidsupdate	Weekly update safety situation in Mozambique		MAP	DAF	Fraude
71	2016.05.03	Veiligheidsupdate	Weekly update safety situation in Mozambique		MAP	DAF	Fraude
72	2016.05.10	Veiligheidsupdate	Weekly update safety situation in Mozambique		MAP	DAF	Fraude
73	2016.05.17	Veiligheidsupdate	Weekly update safety situation in Mozambique		MAP	DAF	Fraude
74	2014.03.04	Actiepunten	Actiepunten follow up bezoek R aan Moz		DAF		Gas & Energie
75	2014.10.24	Algemeen overleg	Vraag over inclusieve ontwikkeling gas		PvdA	R	Gas & Energie
76	2011.10.11	Berichtenverkeer	Mozambique - Handel - Bezoek Bleker aan Mozambique		MAP	BZ	Gas & Energie
77	2012.11.26	Berichtenverkeer	b. bijlage - Notitie Economische Diplomatie		MAP-CDP	BZ	Gas & Energie
78	2012.11.26	Berichtenverkeer	a. Mozambique - Economie - Notitie Economische Diplomatie		MAP-CDP	BZ	Gas & Energie
79	2012.11.30	Berichtenverkeer	Mozambique - Duurzame ontwikkeling - Mozambique EITI compliant		MAP-CDP	BZ	Gas & Energie
80	2013.07.24	Berichtenverkeer	Geslaagd bezoek MozMin Natuurlijke Hulpbronnen aan NL		MAP-CDP	BZ	Gas & Energie
81	2013.12.16	Berichtenverkeer	Tanzania - Energie - Verslag bezoek gassector Mozambique		DAR-CDP		Gas & Energie
82	2014.02.25	Berichtenverkeer	Bezoeken - Verslag economische missie Mozambique 16 – 18 februari 2014		MAP	BZ	Gas & Energie
83	2014.07.30	Berichtenverkeer	Mozambique - Economie - Bezoek aan gasprovincie Cabo Delgado		MAP-CDP	BZ	Gas & Energie
84	2014.08.25	Berichtenverkeer	Important decisions for further development of mineral resources		MAP	BZ	Gas & Energie
85	2015.02.26	Berichtenverkeer	Gesprek met nieuwe Min minerale rijkdommen en energie		MAP-CDP	BZ	Gas & Energie
86	2015.03.26	Berichtenverkeer	Handelsmissie noorden van Mozambique		MAP-CDP	BZ	Gas & Energie
87	2015.09.11	Berichtenverkeer	Economie - Geslaagde Nederlandse deelname aan handelsbeurs FACIM		MAP	BZ	Gas & Energie
88	2015.12.16	Berichtenverkeer	Mozambique - Economie - International Investment Conference Pemba		MAP	BZ	Gas & Energie
89	2016.12.21	Berichtenverkeer	Dinner on strengthening our profile on innovation and entrepreneurship		MAP	BZ	Gas & Energie
90	2017.06.13	Berichtenverkeer	Moz blijft stappen in goede richting zetten, maar is er nog niet		MAP	BZ	Gas & Energie
91	2017.06.27	Berichtenverkeer	Field visit to the north of Moz		MAP		Gas & Energie
92	2014.04.18	Brief	Bedankbrief - Minister Mineral Resources		DIO	Minister MOZ	Gas & Energie
93	2014.04.19	Brief	Bedankbrief - Minister Trade & Industry		DIO	Minister MOZ	Gas & Energie
94	2014.04.20	Brief	Bedankbrief - Minister Transport & Communication		DIO	Minister MOZ	Gas & Energie
95	2015.01.16	Brief	Visa Support letter		Clingendael	EKN	Gas & Energie

96	2016.02.22	Brochure	HOLLAND branding - Doing business in Mozambique		RVO		Gas & Energie
97	2016.03.28	Burgerbrief	Gasvondsten Mozambique		Anoniem	M	Gas & Energie
98	2016.04.20	Burgerbrief	Antwoord – Gasvondsten Mozambique		DAF	Anoniem	Gas & Energie
99	2013.06.03	Deelnemerslijst	Bezoek plvDGBEB en plvDGIS juni 2013		RVO	DIO	Gas & Energie
100	2013.06.03	Dossier	Werkdossier plvDGBEB en plvDGIS (volledig)		DIO	plvDGBEB & plvDGIS	Gas & Energie
101	2013.01.24	Email	a. oplegmail - Fact Finding Mission Energy		DAF		Gas & Energie
102	2016.10.14	Factsheet	Energiesector Mozambique		DIO		Gas & Energie
103	2017.07.21	Factsheet	Country Profile Mozambique		DAR	BZ	Gas & Energie
104	2014.05.12	Kamerbrief	Rapportage economische missies-bezoeken		R	Kamer	Gas & Energie
105	2012.12.20	Memo	a. Memo - Conclusies bezoek Landenteam		DAF	plv DGIS, DGBEB, DGPZ	Gas & Energie
106	2012.12.20	Memo	b. Bijlage - Conclusies bezoek Landenteam		DAF	plv DGIS, DGBEB, DGPZ	Gas & Energie
107	2013.03.08	Memo	Gasvondsten Tanzania en Mozambique - R		BZ	R	Gas & Energie
108	2013.05.21	Memo	Inkomend bezoek MizMin Bias Minerale Hulpbronnen		DIO	R	Gas & Energie
109	2013.06.28	Memo	Gespreksaantekeningen mw Esperanca Bias, minister van Minerale Hulpbronnen		DAF/DIO		Gas & Energie
110	2013.12.12	Memo	Globaal programma Minister Ploumen		DIO	R	Gas & Energie
111	2013.06.14	Missieboekje	Missieboekje Mozambique		RVO		Gas & Energie
112	2014.01.08	Note verbale	Visita da Missão Económica Holandesa à Moçambique		BZ		Gas & Energie
113	2014.01.09	Note verbale	Intention to visit Moz 2014		R	GoM	Gas & Energie
114	2014.02.17	Spreekpunten	Courtesy meeting Minister of Commerce		DIO	R	Gas & Energie
115	2014.02.17	Spreekpunten	Ontmoeting Minister Transport & communication		DIO	R	Gas & Energie
116	2014.02.18	Spreekpunten	Seminar Local Content and CSR		DIO		Gas & Energie
117	2013.06.03	Terms of Reference	Opdracht DGBEB aan NLEVD		DIO	RVO	Gas & Energie
118	2013.11.--	Terms of Reference	Mozambique visit KP		DGIS		Gas & Energie
119	2014.01.21	Terms of Reference	Opdracht DGBEB aan NLEVD		DIO	RVO	Gas & Energie
120	2013.11.28	Verslag	Conference Call Mission Moz-Tan-Ang		BZ		Gas & Energie
121	2011.08.25	Berichtenverkeer	Mozambique - Ontwikkelingssamenwerking - Bezoek VC Buitenlandse Zaken		MAP-CDP	BZ	OS
122	2014.01.29	Berichtenverkeer	Bezoek - Scen setter voor bezoek R aan Mozambique		MAP-CDP	BZ	OS
123	2016.11.21	Berichtenverkeer	Visit of Plv DGIS to Mozambique 14-16 Nov 2016		EKN	Minbuza	OS
124	2011.12.27	Memo	Goedkeuringsmemorandum MJSP 2012 Mozambique		DAF	BZ	OS

Integraal geweigerd

125	2015.03.29	Brief	Brief Heerema	10.2g	DGBEB	Heerema	Geweigerd (Bezoek)
126	2015.03.29	Brief	Brief Van Oord	10.2g	DGBEB	Van Oord	Geweigerd (Bezoek)
127	2015.05.27	Brief	Brief Anadarko	10.2g	DGBEB	Anadarko	Geweigerd (Bezoek)
128	2016.11.05	Bulletin	Fraude audit (bijlage)	10.2a	KAM	DAF	Geweigerd (Fraude)
129	2013.11.12	Verslag	Verslag COAFR Directeuren AWG	10.2a	DAF		Geweigerd (Fraude)
130	2016.05.11	Verslag	Verslag COAFR AWG 11 mei	10.2a	BRE	DAF	Geweigerd (Fraude)

Holland  *Pioneers in
international
business*

16 a 21 de Junho de 2013

Missão Económica Holandesa em Moçambique

16 - 21 June 2013

Netherlands Economic Mission to Mozambique



www.hollandtrade.com



16 a 21 Junho de 2013

Missão Económica Holandesa em Moçambique

16 - 21 June 2013

Netherlands Economic Mission to Mozambique



Pioneers in international business



Pioneers in international business



Index

Map of the Netherlands	4-5
Foreword	6
Introducing the Netherlands	8

Company profiles

Atlantico Business Development	14
Atradius Dutch State Business	15
BAM International	16
Flexifloat Systems BV - Combifloat	17
Damen Shipyards Group	18
Dockwise	19
Dredging and Contracting Rotterdam	20
Fugro Survey	21
Heerema Marine Contractors Nederland	22
IHC Merwede Holding	23
JUMBO	25
MAATS	26
Mammoet	27
Mokveld Valves	28
Netherlands-African Business Council	29
Onstream Group Holding	30
Royal Boskalis Westminster	31
Royal Dutch Shell plc	32
Royal HaskoningDHV	33
STC-Group	35
Stig Consult	36
Tideway	37
Van Oord Dredging and Marine Contractors	38
VTTI	39
Official Delegation	40
Contact addresses Embassy	40



The Netherlands





Pioneers in international business





Marten van den Berg
Deputy Director-General for Foreign
Economic Relations



Christiaan Rebergen
Deputy Director-General for
International Cooperation

It is a great pleasure to be visiting Mozambique with this Trade & Investment mission, bringing a group of reputed Dutch companies to this beautiful country. Mozambique is on the doorstep of major developments. Recent discoveries have revealed that Mozambique possesses large quantities of gas.

This mission will primarily focus on the gas industry and maritime infrastructure. The Dutch companies participating are specialized in these fields. The rising demand for knowledge and expertise in this sector in Mozambique is where our companies can be of assistance. Through years of national and international experience in the gas and maritime infrastructure they have obtained extensive in-depth knowledge into these areas.

Dutch companies show keen interest in building stronger cooperation with their Mozambican counterparts. Rapid economic developments in Mozambique offer ample opportunities for a mutually beneficial cooperation, both between government and private parties, as well as between private parties amongst themselves.

The Netherlands itself has major gas reserves, which are exploited on a large scale since the 1960s. Thus, we can provide the technological knowhow of the private sector and also exchange our experience as a gas nation on governmental level. The mix of Dutch oil and gas majors, gas-infrastructure experts, our excellent reputation in the area of corporate social responsibility and the joint innovative strength resulting from cooperation between our top knowledge institutes and businesses makes a truly unique combination.

We are proud to be able to present these Dutch qualities in Mozambique. Our missionprogram will kick-off in the city of Maputo, after which we will fly to the port of Pemba, before travelling to Nacala. The motto of this mission is to identify and facilitate new alliances and opportunities between Mozambique and the Netherlands. We are convinced that the new partnerships created will further strengthen long-term cooperation between our countries.

Marten van den Berg
Deputy Director-General for Foreign Economic Relations

Christiaan Rebergen
Deputy Director-General for International Cooperation

É uma grande satisfação visitar Moçambique com esta missão de Investimento e Comércio, trazendo um grupo de empresas holandesas de prestígio para este belo país. Moçambique está a um passo de desenvolvimentos grandiosos. Descobertas recentes revelaram que Moçambique possui grandes quantidades de gás.

Esta missão se concentrará principalmente na indústria de gás e infra-estruturas marítimas. As empresas holandesas que participam, são especializadas nestas áreas. A crescente demanda por conhecimento e a perícia neste sector, em Moçambique, é onde as nossas empresas podem prestar assistência. Elas obtiveram amplo e profundo conhecimento nestas áreas, nacionalmente e internacionalmente, através de anos de experiência, na infra-estrutura marítima e de gás.

As empresas holandesas demonstram um grande interesse na construção de uma cooperação mais estreita com as suas contrapartes moçambicanas. O desenvolvimento económico rápido em Moçambique, oferece amplas oportunidades para uma cooperação mutuamente benéfica, tanto entre o governo e entidades privadas, como entre os particulares entre si.

A própria Holanda tem grandes reservas de gás, que desde 1960, são exploradas em larga escala. Assim, podemos fornecer o conhecimento tecnológico do sector privado e também trocar a nossa experiência como uma nação de gás a nível governamental. A mistura de óleo e gás holandeses, peritos em infra-estrutura de gás, nossa reputação excelente na área da responsabilidade social corporativa e a força inovadora conjunta resultante da cooperação entre os nossos principais institutos e empresas de conhecimento, faz com que isto seja uma combinação verdadeiramente única.

Estamos orgulhosos de poder apresentar estas qualidades holandesas em Moçambique. O nosso programa de missão terá início na cidade de Maputo, após o qual voaremos até o porto de Pemba, antes de viajar para Nacala. O lema desta missão é identificar e facilitar as novas alianças e as oportunidades entre Moçambique e a Holanda. Estamos convencidos de que as novas parcerias criadas reforçarão a longo prazo a cooperação entre os nossos países.

Marten van den Berg
Vice-Diretor Geral das Relações Económicas Estrangeiras

Christiaan Rebergen
Vice-Diretor Geral para a Cooperação Internacional

Introducing the Netherlands



Source: Rijkswaterstaat

A country that the Dutch created in the delta of three large rivers, flowing into the North Sea... Where two thirds of GDP are earned below sea level... Where there used to be a lake almost two million acres wide where Amsterdam Airport Schiphol is today... Where innovative and daring solutions for water control protect half of the country against the risk of being flooded. It earned us a worldwide reputation... **We know water.**

A country that was in need of more land for agriculture... Where land was reclaimed from the sea and kept dry: the famous 'polders'. A country supposedly too cold to grow certain vegetables and flowers... Where greenhouses were invented as a solution to this problem. Where Dutch farmers now produce 2.5 times more food per acre than EU farmers produce on average... **We know food & flowers.**



Source: Tomato World



Source: Europe Container Terminals BV, Rotterdam

A country that is the gateway to Europe... Connecting nearly half a billion consumers in the European hinterland to the world's producers... Thanks to the world class Port of Rotterdam, the internationally praised Amsterdam Airport Schiphol, an extensive network of waterways, Europe's strongest road transport sector and an extensive network of rail links... **We know logistics.**

A country with an open and cooperative attitude... Whose residents have always felt the need to explore what lies beyond its borders... Where the world's first multinational corporation originated in the 17th century. A country where, today, 87% of people who are 15 years or older speak English...

We know international business.



Source: Hans Kouwenhoven

Worldwide ranking

- **1st** Production and auctioning of cut flowers and flower bulbs
- **1st** Number of broadband connections per 100 inhabitants
- **1st** Density of road network
- **2nd** Export of agricultural products
- **2nd** Quality of Water Transportation
- **4th** Largest seaport
- **4th** Logistics performance Index
- **5th** Export of goods
- **7th** Dutch investments abroad
- **7th** Import of goods
- **8th** Foreign direct investment in the Netherlands
- **9th** Export of commercial services
- **9th** Import of commercial services

Facts & figures

- **Form of government** Parliamentary democracy, constitutional monarchy
- **Capital city** Amsterdam
- **Seat of the government** The Hague
- **Composition of the country** 12 provinces, overseas territories of Aruba, Curaçao and St. Martin
- **Language** Dutch
- **Monetary unit** Euro
- **Population** 16,735,100 (January 2012)
- **GDP** 840 billion \$ (2011)
- **Per capita income** 43,500 \$ per capita (2011)
- **Export partners** 1) Germany 12%; 2) Belgium 12.1%; 3) France 8.9%; 4) UK 8.0%; 5) Italy 4.8%; 6) US 4.1% (2011)
- **Import partners** 1) Germany 16.7%; 2) Belgium 10.0%; 3) China 8.4%; 4) UK 6.7%; 5) US 6.6%; 6) France 4.6% (2011)
- **Dutch investments abroad** 940 billion \$ (2011)
- **Foreign direct investment in the Netherlands** 590 billion \$ (2011)
- **Command of foreign languages** English (87% of > 15 years old), German (66%) and French (25%)

*Knowledge is power. Sharing knowledge is more powerful. Doing business the Dutch way is doing business with you and for you! It's not about quick fixes or easy money, but about cooperation and consideration of individual needs of partners... Trade is in our DNA. It makes us **Pioneers in International Business.***

Sources: Holland Compared, CBS, World Bank, IMF, OECD, WTO, UNCTAD, EIU, IMD Business School

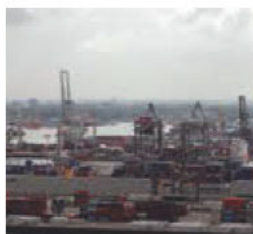


Apresentação da Holanda



Um país que os holandeses criaram no delta de três grandes rios que correm para o Mar do Norte... Onde dois terços do PIB são obtidos abaixo do nível do mar... Onde antes existia um lago com quase dois milhões de acres de largura, encontra-se hoje o Aeroporto Shiphof de Amesterdão... Onde soluções inovadoras e ousadas para controlo das águas protegem metade do país contra o risco de inundação. Isso concedeu-nos uma reputação mundial... **Nós conhecemos a água.**

Um país que precisava de mais terra para a agricultura... Onde a terra foi reclamada ao mar e mantida seca: o famoso 'polders'. Um país supostamente demasiado frio para o cultivo de certos vegetais e flores... Onde as estufas foram inventadas como solução para este problema. Onde os agricultores holandeses produzem actualmente 2,5 vezes mais alimento por acre do que os agricultores da UE produzem em média... **Nós conhecemos os alimentos e as flores.**



Um país que é a porta da Europa... Unindo quase meio bilião de consumidores do interior da Europa aos produtores mundiais... Graças ao porto de excelência mundial de Roterdão, ao internacionalmente aclamado Aeroporto Shiphof de Amesterdão, a uma extensa rede de vias fluviais, ao sector rodoviário mais forte da Europa e a uma ampla rede de ligações ferroviárias... **Nós conhecemos a logística.**

Um país com uma postura aberta e de cooperação... Cujos habitantes sempre sentiram a necessidade de explorar o que está além fronteiras... Onde a primeira empresa multinacional do mundo foi fundada no século 17. Um país onde, actualmente, 87% das pessoas com 15 anos falam inglês... **Nós conhecemos os negócios internacionais.**



Source photo's: Rijkswaterstaat; Energising the Future; Europe Container Terminals BV, Rotterdam; NBTC - Esther Veldhuizen

Pioneers in international business



Classificação mundial

1º	Produção e leilão de flores cortadas e bolbos de flores
1º	Número de ligações de banda larga por 100 habitantes
1º	Densidade da rede rodoviária
2º	Exportador de produtos agrícolas
2º	Qualidade do transporte marítimo-fluvial
4º	Maior porto de mar
4º	Índice de desempenho em logística
5º	Exportação de bens
5º	Investimento holandês no estrangeiro
7º	Importação de bens
8º	Investimento estrangeiro directo na Holanda
10º	Exportação de serviços comerciais
10º	Importação de serviços comerciais

Factos e números

Forma de Governo	Democracia parlamentar, monarquia constitucional
Cidade capital	Amsterdão
Sede do Governo	Haia
Composição do país	12 províncias, territórios ultramarinos de Aruba, Curaçao e St. Martin
Idioma	Holandês
Moeda	Euro
População	16,686,031 (Julho de 2011)
PIB	705 mil milhões \$ (2010)
Rendimento per capita	42,478 \$ per capita (2010)
Parceiros de exportação	Alemanha 24,3%; Bélgica 11,1%; Reino Unido 8,4%; França 8,9%; Itál a 5,2%; EUA 4,5% (2009)
Parceiros de importação	Alemanha: 19,1%; Bélgica: 10,0%; EUA: 8,4%; China: 8%; Reino Unido: 6,4%; França: 5% (2009)
Investimento holandês no estrangeiro	851 mil milhões \$ (2009)
Investimento estrangeiro directo na Holanda	597 mil milhões \$ (2009)
Domínio de idiomas estrangeiros	Inglês (87% > 15 anos de idade), Alemão (66%) e Francês (25%)

Fontes: Holland Compared, CBS, World Bank, IMF, OECD, WTO, UNCTAD, EIU, IMD Business School.

*O conhecimento é poder. A partilha do conhecimento é mais poderosa. Fazer negócios da maneira holandesa significa fazer negócios consigo e para si! Não se trata de soluções rápidas ou dinheiro fácil, mas de cooperação e consideração pelas necessidades individuais dos parceiros... Negociar está-nos no sangue. Torna-nos **Pioneiros em Comércio Internacional**.*



Company profiles

10 2 e

Consultoria

Atlantico Business Development fornece serviços de consultoria aos clientes de alto nível, a entrar nos mercados de Moçambique. Num futuro próximo, Moçambique está destinado a crescer fortemente, agora que estoques enormes de carvão e de gás foram descobertos. Atlantico Business Development realizou recentemente um estudo para as oportunidades do sector marítimo holandês, em Moçambique, em nome do governo holandês. As oportunidades de negócios são abundantes nos sectores de logística, petróleo e gás, mineração, imobiliário, turismo e outros. Temos um governo forte e eficaz e uma rede de negócios em Moçambique, bem como uma compreensão ampla da cultura empresarial local. Nós poderemos estar lá com você e ajudá-lo a fazer o seu negócio, sentindo-se como se estivesse em sua própria casa, em Maputo.

Alguns dos serviços que prestamos são:

Exames rápidos de mercados e oportunidades de negócios, pesquisa de parcerias, organização de missões empresariais/negócios dedicados, avaliação de risco político, lóbi e relações pública, negócios e diplomacia económica.

Serviço de Notícias

Atlantico Business Development também é um editor de serviços de notícias on-line sobre o desenvolvimento nos países africanos de Língua Portuguesa: Todas às quintas-feiras, o Atlântico Semanal traz para você, as Notícias de Negócios de Moçambique.

Consultancy

Atlantico Business Development provides consultancy services to high profile customers entering the Mozambique markets. Mozambique is destined to grow strongly for the foreseeable future, now huge stocks of coal and gas have been discovered. Atlantico Business Development recently carried out a study for the opportunities of the Dutch maritime sector in Mozambique on behalf of the Dutch government. Business opportunities abound in the logistics, oil & gas, mining, real estate, tourism and other sectors. We have a strong and effective government and business network in Mozambique, as well as a profound understanding of local business culture. We can be there with you and help you do your business and make you feel at home in Maputo.

Some of the services we render are:

Quick scans of markets and business opportunities, partner search, organisation of dedicated business/economic missions, political risk assessment, lobbying & public affairs, business & economic diplomacy.

News Services

Atlantico Business Development is also a publisher of online news services about developments in Portuguese-speaking African countries: Atlantico Weekly. Atlantico Weekly brings you every Thursday the Mozambique Business News.



10 2 e

Atradius Dutch State Business

Atradius DSB funciona como a Agência de Crédito à Exportação (ECA) dos Países Baixos. Atradius DSB cobre, em nome e por conta e risco das operações governamentais holandesas, as transações de serviços e os bens de produção, para os exportadores holandeses. Os projetos de construção e os projetos de operações utilizados em processos de licitações também são elegíveis para a cobertura dos riscos envolvidos políticos e comerciais. As vantagens para o exportador e comprador são: riscos menores, melhor liquidez, acesso ao financiamento, período maior para o reembolso, custos baixos de financiamento e condições melhores de pagamento.

Produtos e serviços oferecidos:

Bens de produção e serviços de seguros, Seguro de projetos de construção, Seguro de financiamento, Seguro financeiro de projeto, Seguro direto de investimento (riscos-políticos), Seguro de garantia financeira, Seguro de locação financeira.

Contrapartes possíveis em Moçambique:

Funcionários do governo (central), Autoridades portuárias, Companhias públicas/particulares nas indústrias de petróleo, gás e infra-estrutura, Bancos.

Atradius Dutch State Business

Atradius DSB acts as the Export Credit Agency (ECA) of the Netherlands. Atradius DSB covers – on behalf of and for the account and risk of the Dutch Government – transactions for Dutch exporters of capital goods and services. Construction projects and turnkey projects are also eligible for cover of the political and commercial risks involved. Advantages for exporter and buyer are lower risks, better liquidity, access to financing, longer repayment period, lower financing costs and better payment conditions.

Products and services offered:

Capital goods and services insurance, Construction projects insurance, Financing insurance, Project Finance insurance, Direct Investment insurance (political risks), Bond insurance, Leasing insurance.

Possible counter parties in Mozambique:

(central) government officials, harbour authorities, public/private companies in oil, gas and infrastructure industries, banks.

10 2 e



10 2 e

BAM International, uma das maiores empresas de construção da Europa, é a companhia do Royal BAM Group que opera a nível internacional, com a capacidade de aquisição e engenharia interna para apoiar a execução da construção.

Desde o início da década de 1950, BAM international tem realizado projetos de construção complexos na África. A nossa experiência no campo da engenharia financeira tem contribuído para o sucesso da nossa empresa. Uma das qualidades da BAM International, é a ampla linha de equipamentos especializados. Esta frota inclui pontes cantilever e as poderosas plataformas auto-elevatórias que facilitam as atividades pesadas em situações exigentes em alto mar, para o óleo e gás, bem como para a indústria extrativa mineral.

BAM já completou mais de 50 projetos na África, incluindo as estruturas navais em Serra Leoa, muralhas para o cais do porto, em Gana e, um terminal de contêineres na Libéria, assim como os projetos de abastecimento e saneamento de água em Moçambique e Quênia. Os atuais projetos em construção, incluindo vários projetos grandes de obras marítimas de engenharia hidráulica para o transporte de gás natural liquefeito na Austrália, um pier de ferro na Malásia, projetos de estradas de grande porte e um novo terminal para o aeroporto internacional de Dar es Salaam na Tanzânia.

BAM International is the worldwide operating company of Royal BAM Group, one of the largest European construction firms, with in-house engineering and procurement capability to support the construction execution.

BAM international has been carrying out complex construction projects in Africa since the early 1950s. Our experience in the field of financial engineering has contributed to the success of our company. One of BAM International's assets is a wide range of specialised equipment. This fleet includes cantilever bridges and powerful jack-up barges, which facilitate heavy-duty activities in demanding near-shore situations for the oil & gas as well as mining industry.

BAM has completed more than 50 projects in Africa, including marine structures in Sierra Leone, quay walls for a port in Ghana and a container terminal in Liberia, as well as water supply and sanitation projects in Mozambique and Kenya. Projects currently under construction include several large LNG-jetties in Australia, an iron ore jetty in Malaysia, large road projects and a new terminal building for the international airport of Dar es Salaam in Tanzania.



10 2 e

Combifloat é o fornecedor exclusivo dos suportes flutuantes modulares® Combifloat. Uma grande variedade de clientes, na indústria de construção marítima e em alto mar, estão a usar este sistema de construção modular flexível de flutuação ou elevatório, que é adequado eminentemente para as águas costeiras e internas. As unidades podem ser montadas em qualquer configuração específica do projeto, através de um simples sistema de acoplamento e travamento especial. O sistema de acoplamento exclusivo é fácil de ser manuseado e forte o suficiente para ser utilizado em Plataformas Auto-Elevatórias com cargas de convés até 1000 t.

Há décadas, a empresa Combifloat tem sido muito bem sucedida ao atender as necessidades que os nossos clientes enfrentam em seus desafios marítimos. A nossa longa história e a nossa vasta experiência contribuíram para a nossa reputação de alta qualidade, trabalho seguro e serviço rápido e confiável.

As informações mais detalhadas podem ser encontradas no nosso site: www.combifloat.com

Combifloat is the exclusive supplier of the modular Combifloat® pontoons. A wide variety of clients in the offshore- and marine construction industry are using this flexible modular floating or elevating construction system, eminently suitable for coastal and inland waters. By means of a special but simple coupling and locking system the units can be assembled to any project specific configuration. The unique coupling system is easy to handle and strong enough to be used in Self Elevating Platforms with deck loads up to 1000 MT.

Since decades, Combifloat has been very successful in meeting the needs of our clients facing their marine challenges. Our long history and extensive experience have contributed to our reputation for the highest quality, sound workmanship and fast and reliable service.

More detailed information can be found on our website: www.combifloat.com

10 2 e



10 2 e

A Damen Shipyards desenvolveu-se a partir de um único estaleiro em 1927 para um conglomerado multinacional de estaleiros, que inclui 38 estaleiros. O grupo holandês construiu até à data mais de 5000 embarcações.

A Damen está activa na concepção e construção de navios e na reparação naval. Adicionalmente, o grupo presta uma vasta gama de serviços marítimos associados.

Está disponível uma gama standard de navios: rebocadores, embarcações de trabalho, embarcações de fornecimento de alta velocidade, embarcações patrulha, lanchas de pilotos e ferries.

A Damen também está activa na construção de embarcações de transporte fluvial, embarcações militares especializadas e super-iates.

Os serviços marítimos globais incluem o fornecimento de kits pré-fabricados de construção naval, apoio pós-venda, fornecimento de peças sobresselentes, treino e formação, reparações, conversões e projectos de reconstrução, fretamento e comércio de usados.

Damen Shipyards has developed from a single shipyard in 1927 into a multinational shipyard conglomerate, including 38 shipyards. The Dutch group has built over 5,000 vessels to date.

Damen is active in the design and construction of ships and ship repair. In addition, the group provides a broad range of associated maritime services.

A range of standard vessels is available: tugs, workboats, highspeed supply vessels, patrol boats, pilot boats and ferries.

Damen is also active in the construction of inland transportation vessels, specialized naval vessels and super yachts.

Worldwide maritime services include delivery of prefabricated ship-building kits, after-sales support, spare parts delivery, training, repairs, conversions and rebuilding projects, chartering and second-hand trading.

10 2 e



10 2 e

Em setembro de 1993, duas renomadas empresas, Wijsmuller Transport e Dock Express Shipping, concordaram em combinar os seus interesses para se tornarem a maior companhia de transporte marítimo pesado do mundo. Dockwise, com uma força de trabalho em todo mundo, de mais de 1.400 pessoas, tanto em alto mar como terrestre, tem uma presença global, com sede em Breda, nos Países Baixos e possui escritórios operacionais e mercados em crescimento estabelecidos em toda a parte. Hoje, a fazer parte da Boskalis, é uma fornecedora de serviços líder mundial a operar na dragagem, na infra-estrutura marítima e nos sectores de serviços marítimos, abrindo-se ainda mais um mundo de oportunidades.

Dockwise oferece um portfólio de engenharia, aquisição, gestão de logística, comissionamento, transporte marítimo pesado e serviços de instalação.

Dockwise divisões:

Transporte Marítimo pesado

Transporte em Alto Mar e Instalação

Gerenciamento Logístico

In September 1993, two renowned companies, Wijsmuller Transport and Dock Express Shipping agreed to combine their interests to become the World's largest heavy marine transport company. Dockwise, with a workforce of more than 1,400 people both offshore and onshore worldwide, has a global presence headquartered in Breda, the Netherlands and operating offices spanned throughout established and growing markets. Today, being part of Boskalis, a leading global services provider operating in the dredging, maritime infrastructure and maritime services sectors, opens up a world of even more opportunities.

Dockwise offers a portfolio of engineering, procurement, logistical management, commissioning, and heavy ocean transport and installation services.

Dockwise divisions:

Heavy Marine Transport

Offshore Transport & Installation

Logistical Management

10 2 e



10 2 e

Pessoas e navios. Em poucas palavras, essa é a força motriz por detrás do Jan De Nul Group. Graças ao pessoal especializado e à sua frota ultramoderna, actualmente, o grupo perfila no topo da classificação internacional da indústria marítima e de dragagem. Também em relação a obras de engenharia civil e ambiente, o grupo é um dos maiores empreiteiros.

Os serviços de suporte da divisão de dragagem, construção civil e ambiente permitem ao Jan De Nul Group executar projectos de grande escala, satisfazendo os requisitos do cliente, quer se trate da Palm Island no Dubai, novas instalações portuárias na Austrália ou a construção de novas comportas no Canal do Panamá.

People and vessels. In a nutshell, that is the driving force behind Jan De Nul Group. Thanks to the skilled employees and its ultramodern fleet, today the group ranks at the top of the international dredging and marine related industry. Also with regard to civil engineering and environmental works, the group is one of the largest contractors.

The supporting services of the dredging, civil and environmental division enable Jan De Nul Group to perform large-scale projects to its clients' satisfaction, whether this concerns a Palm Island in Dubai, a new port facility in Australia or the construction of the new locks in the Panama Canal.

10 2 e



10 2 e

Furgo pesquisa em alto mar

Furgo coleta e interpreta os dados relacionados com a superfície da Terra, solos e rochas inferiores e fornece conselhos, para fins relacionados com óleo e gás, energias renováveis e indústria de construção. Furgo opera no mundo todo, marítimo, terrestre e aéreo, utilizando profissionais altamente especializados e sistemas e tecnologias avançadas. Na África, as atividades de Furgo são suportadas pelas sedes em Moçambique, Angola, Congo, Guiné Equatorial, Gabão, Gana, Ilhas Maurício, Nigéria e África do Sul e representantes em vários outros países.

Furgo Pesquisa Em Alto Mar é especializada no fornecimento de uma gama de serviços de posicionamento e de navegação, ambos na superfície e submarina, para a pesquisa e operações de engenharia no mar; pesquisa da geologia marinha superficial, que é a base para a análise do risco de perfuração; dutos e pesquisas de rotas de cabos e também ROV e fontes de pesquisas para os serviços de apoio a construção da plataforma e apoio para a instalação de dutos de exploração em áreas submarinas.

Furgo offshore survey

Furgo collects and interprets data related to the earth's surface and the soils and rocks beneath and provides advice, for purposes related to oil and gas, renewables and the construction industry. Furgo operates around the world at sea, on land and from the air, using professional, highly-specialised staff and advanced technologies and systems. In Africa, Furgo's activities are supported by bases in Mozambique, Angola, Congo, Equatorial Guinea, Gabon, Ghana, Mauritius, Nigeria and South Africa and representatives in several other countries.

Furgo Offshore Survey specializes in the provision of a range of positioning and navigation services, both on the surface and subsea, for survey and engineering operations at sea; investigation of shallow marine geology that is the basis for drilling hazard analysis; pipeline & cable route surveys, and also supplies survey & ROV for construction support services, from platform & pipelay support to installation of subsea field developments.

10 2 e



MARINE
CONTRACTORS

10 2 e

Fornecimento de soluções em alto mar

Heerema Marine Contractors (HMC) traz mais de 50 anos de conhecimentos especializados para a indústria de petróleo e gás em alto mar.

As companhias de petróleo e gás contam com a HMC para o desenvolvimento total na área em alto mar e nos ambientes mais difíceis em todos os oceanos do mundo.

HMC transporta, instala e remove todos os tipos de instalações em alto mar, incluindo as estruturas fixas e flutuantes, dutos submarinos e infra-estruturas em águas: rasas, profundas e ultra-profundas.

Estamos orgulhosos do nosso conhecimento superior na gestão de projetos e engenharia, da nossa apaixonada força de trabalho e de uma frota que inclui formidáveis construções de embarcações em águas profundas e de transporte de mercadorias pesadas.

Delivering Offshore Solutions

Heerema Marine Contractors (HMC) brings more than 50 years of specialized skills to the offshore oil and gas industry.

Oil and gas companies rely on HMC for full offshore field development in the toughest of environments in all the seas of the world.

HMC transports, installs, and removes all types of offshore facilities, including fixed and floating structures, and subsea pipelines and infrastructures in shallow, deep, and ultra-deep waters.

We are proud of our top expertise in project management and engineering, our passionate workforce, and a fleet that includes formidable heavy-lift and deep-water construction vessels.

10 2 e



10 2 e



10 2 e



IHC Merwede é focalizado no desenvolvimento contínuo de atividades de projeto e construção para o sector especializado marítimo. É o líder mundial de mercado, com uma vasta experiência acumulada ao longo das décadas, para a dragagem eficiente, embarcações e equipamento, bem como um fornecedor confiável de navios inovadores e abastecimento para as construções em alto mar.

IHC Merwede tem o conhecimento especializado interno para a engenharia e fabricação integrada de qualidade e sob encomenda, de embarcações, equipamentos avançados e também fornece o apoio para o ciclo de vida. Esta abordagem sistemática integrada ajudou a desenvolver a realização do produto ideal e parcerias comerciais de longo prazo. A ampla base de clientes da empresa, inclui operadoras de dragagem, empresas petrolíferas e de gás, prestadores de serviço em alto mar e autoridades governamentais.

IHC Merwede tem mais de 3.000 funcionários com sede em vários locais dos Países Baixos, Brasil, China, Croácia, França, Índia, Malásia, Oriente Médio, Nigéria, Singapura, Eslováquia, África do Sul, Reino Unido e Estados Unidos.

A inovação tecnológica continuará a ser a força subjacente da empresa, através do seu investimento contínuo em pesquisa e desenvolvimento. Além disso, a empresa ajuda a proteger um meio ambiente sustentável.

IHC Merwede is focussed on the continuous development of design and construction activities for the specialist maritime sector. It is the global market leader for efficient dredging and mining vessels and equipment – with vast experience accumulated over decades – and a reliable supplier of innovative ships and supplies for offshore construction.

IHC Merwede has in-house expertise for engineering and manufacturing integrated standard and custom-built vessels, advanced equipment and also providing life-cycle support. This integrated systematic approach has helped to develop optimum product performance and long-term business partnerships.

The company's broad customer base includes dredging operators, oil and gas corporations, offshore contractors and government authorities.

IHC Merwede has over 3,000 employees based at various locations in The Netherlands, Brazil, China, Croatia, France, India, Malaysia, the Middle East, Nigeria, Singapore, Slovakia, South Africa, the United Kingdom and the United States.

Technological innovation will remain the company's underlying strength through its continuous investment in research and development. Moreover, it helps to safeguard a sustainable environment.





10 2 e

Jumbo é uma empresa líder de transporte de carga pesada que desenvolveu, há mais de 40 anos, soluções pioneiras para o transporte no oceano. Desde 2003, estabelecemos rapidamente uma reputação sólida no mercado de instalação submarinas em alto mar, com base na nossa capacidade de transporte de carga pesada. Atualmente, operamos uma frota de 12 embarcações especializadas de transporte de cargas pesadas, com uma capacidade de içamento de 500t a 1.800t. Para atender a crescente demanda da indústria, a partir de 2013, uma nova geração de embarcações será adicionada, com a quebra do recorde de capacidade de içamento de carga de 3.000t. Duas de nossas embarcações na categoria J-1800 estão equipadas com um sistema DP2, permitindo-lhes o fornecimento do transporte, bem como os serviços de instalações em alto mar.

USP:

Calado raso para navios de carga pesada, capaz de entrar em pequenos portos em desenvolvimento, equipado com o melhor, mais forte e de grande alcance guindaste Huisman da categoria.

Içar, transportar e instalar de uma só vez, evitando-se interfaces e redução de risco.

Forte foco na engenharia e segurança a assegurar a entrega a tempo e livre de danos.

Jumbo is a leading heavy lift shipping company that has been developing pioneering solutions for ocean transportation for more than 40 years. Since 2003, building on our heavy lift capability, we rapidly established a sound track record in the offshore subsea installation market. Today we operate a fleet of 12 specialised heavy lift vessels with a lifting capacity from 500t up to 1,800t. To cater for ever increasing industry demand a new generation of vessels will be added, starting in 2013, with record breaking lifting capacity of 3,000t. Two of our J-1800 class vessels are equipped with a DP2 system, enabling them to provide transport as well as offshore installation services.

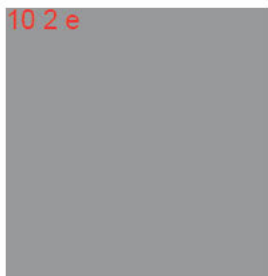
USP's:

Shallow draft heavy lift ships, able to enter small ports in development, equipped with best in class and strongest Huisman cranes with large outreach.

Lift, ship and install in one go, avoiding interfaces and reduction of risk
Strong focus on engineering and safety ensuring timely and damage free delivery



10 2 e



MAATS Pipeline Equipment é um dos principais fornecedores de equipamentos e serviços para a indústria de transporte tubular.

MAATS BV é a representante mundial e exclusiva para os novos produtos LIEBHERR e tem o direito de usar o serviço de rede internacional. MAATS BV é a principal Companhia de Aluguer de Transporte Tubular na Europa e com sua abrangente frota de aluguer de alta qualidade, com mais de 500 itens, encontra-se entre as maiores do mundo.

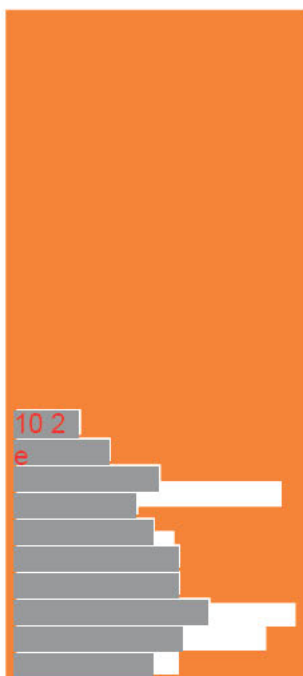
MAATS BV comercializa a sua frota de aluguer que consiste em equipamentos para a construção de dutos de 6" a 120", na sua matriz em Goor (Países Baixos) e na sua sede em Datteln (Alemanha). No seu serviço de locação, MAATS BV detém máquinas de grandes fabricantes, como: LIEBHERR, CATERPILLAR, KOMATSU e CRC-EVANS, tais como: assentadores de tubos, tratores de esteiras e máquinas dobradeiras, assim como outros equipamentos que são necessários para a construção de dutos de óleo, gás e água.

MAATS Pipeline Equipment is one of the leading suppliers of equipment and services to the pipeline industry.

MAATS BV is the exclusive worldwide dealer for new LIEBHERR products and has the right to use the worldwide LIEBHERR service network. MAATS BV is the leading Pipeline Equipment Rental Company in Europe and with its comprehensive and high quality rental fleet with more than 500 items among the largest in the world.

MAATS BV markets its rental fleet that consist of specialized pipeline equipment for the construction of pipelines from 6" to 120" by its headquarters in Goor (The Netherlands) and its branch office in Datteln (Germany). In its rental pool, MAATS BV holds machineries of major manufacturers like LIEBHERR, CATERPILLAR, KOMATSU and CRC-EVANS, such as pipe layers, welding tractors and bending machines as well as all other equipment that is necessary for the construction of oil-, gas- and water pipelines.

10 2 e





10 2 e

Mammoet ajuda os clientes a melhorar eficientemente a construção e reduzir o tempo de inatividade de usinas e instalações, fornecendo soluções para elevação, transporte, instalação e desativação de estruturas grandes e pesadas.

Nossos serviços estão focados nas indústrias petroquímicas e mineração, engenharia civil, produção de energia e projetos em alto mar. Nós ajudamos os clientes a reduzir o custo de propriedade e otimizar o tempo de atividade de suas usinas e instalações com os seguintes serviços:

- Equipamentos de elevação, transporte e instalação de construções modulares
- Projetos de fundação a fábrica
- Logística de gestão estratégica de usinas
- Serviços de elevação e de transporte
- Resgate e remoção de destroços
- Desativação de e em instalações em alto mar
- Comércio de equipamento novo e usado mundial

Mammoet é conhecida pela dimensão e capacidade únicas da sua condição na habilidade dos equipamentos, mas é a confiança de nossos clientes que permite que os 5.000 profissionais da Mammoet possam dar diariamente o melhor de si e realmente fazer a diferença nos projetos em todo o mundo.

Mammoet helps clients improve construction efficiency and reduce downtime of plants and installations. Mammoet provides solutions for lifting, transporting, installing and decommissioning large and heavy structures.

Our services are focused on the petrochemical and mining industries, civil engineering, power generation and offshore projects. We help clients reduce the cost of ownership and optimize uptime of their plants and installations with the following services:

- Lifting, transportation and installation of modular constructions
- Factory-to-foundation projects
- Plant turnaround logistics
- Lifting and transportation services
- Salvage and wreck removal
- Decommissioning of on and offshore installations
- Trading in new and used equipment worldwide

Mammoet is known for the unique size and capacity of its state of the art equipment. But it is the trust of our clients that enables 5,000 Mammoet professionals to give their best every day and truly make a difference in projects all over the world.

10 2 e

10 2 e

Mokveld está empenhada em contribuir para o desenvolvimento seguro, confiável e sustentável dos recursos energéticos e hídricos do mundo, através do conhecimento especializado e de soluções de válvulas integradas, altamente avançadas para as aplicações do controle e da segurança.

Mokveld tem uma vasta experiência na concepção e na fabricação de válvulas para a indústria petrolífera e de gás em todo o mundo. O nosso conhecimento na aplicação e engenharia, combinado com a alta qualidade e produtos personalizados de válvulas projetadas, está disponível para atender os seus desafios nos projetos tecnológicos. O portfólio de produtos inclui uma ampla gama de produtos de válvulas, feitos sob medida para a aplicação e especificações do cliente; válvulas de controle axial, de controle, de atuação, de vasão e de modulação de fluxo com actuador integrado e controlo de sistemas.

Os usuários finais valorizam os produtos Mokveld pelo seu funcionamento altamente confiável e de pouca manutenção, a resultar nos baixos custos de propriedade. Medidas: de 2" até 72" com classificações de pressão de até API 15.000.

Para mais informações, visite o site: www.mokveld.com/pt/1

Mokveld is committed to contribute to safe, reliable and sustainable development of the world's energy and water resources by means of expert knowledge and highly advanced integrated valve solutions for control and safety applications.

Mokveld has extensive experience in designing and manufacturing valves for the gas and oil industry worldwide. Our application and engineering know-how combined with high quality and custom designed valve products is available to meet your technological project challenges. The product portfolio comprises a wide range of valve products, tailor-made to application and customer specifications; axial control-, check-, on-off-, choke- and surge relief valves with integrated actuator and control systems.

End users value Mokveld products for their highly reliable and low maintenance operation, resulting in low costs of ownership. Sizes from 2" up to 72" with pressure ratings up to API 15.000.

For more information go to: www.mokveld.com

10 2 e



10 2 e

Acerca do v

O NABC (Netherlands-African Business Council) é uma rede do sector privado que promove relações comerciais e de investimento entre a Holanda e África. Ao longo dos anos, o NABC comprovou o seu sucesso no desenvolvimento de uma forte rede. O NABC é membro fundador do EBCAM (European Business Council for Africa and the Mediterranean), que é composto por mais de 2.500 empresas europeias.

Quem somos:

- Primeira rede de empresas da Holanda, fundada em 1946, a fazer negócios em África;
- Plataforma para o sector privado holandês em África;
- Fornecedor de serviços empresariais aos nossos membros;
- Promotor do comércio e investimento em África.

O que oferecemos: O NABC oferece aos seus membros:

- Boletim informativo mensal;
- Rede exclusiva e diversificada;
- Pesquisa de mercado personalizada;
- Acesso a contactos valiosos em África;
- Acesso a eventos exclusivos com dignitários africanos;
- Acesso a eventos de criação de parcerias e de redes.

The Netherlands-African Business Council is a private sector network foundation that promotes trade and investment relations between the Netherlands and Africa. Over the years NABC has proven its success in the development of a strong network. NABC is a founding member of EBCAM, the European Business Council for Africa and the Mediterranean that consists of more than 2,500 European companies.

Who are we:

- First network of companies in The Netherlands doing business in Africa, founded in 1946
- Platform for Dutch private sector in Africa
- Provider of business services to our members
- Promotor of trade and investment in Africa

What we offer: NABC offers their members:

- Monthly newsletter
- Exclusive and diverse network
- Customized market research
- Access to valuable contacts in Africa
- Access to unique events with African dignitaries
- Access to matchmaking and networking events

10 2 e



10 2 e

O Grupo Onstream é uma empresa orientada de serviços, com mais de 30 anos, a operar principalmente, em todo o mundo, como um nicho na indústria petrolífera e de gás. A nossa função de estratégia para o mercado é fornecer operadores principais com especialistas técnicos e a locação de equipamentos para os seus projetos.

Aqui no Onstream, entendemos que é a nossa confiabilidade, juntamente com uma excelente rede internacional e o estrito cumprimento da lei, que criam as condições para o sucesso do projeto de nosso cliente. Desde encontrar os profissionais certos para a sua mobilização, até os vistos, as autorizações de trabalho e os seguros. Nós certificamos que todo o processo seja gerido da forma mais eficiente possível para a sua conveniência, bem como para a conveniência de nossos consultores.

A presença mundial de Onstream garante que podemos oferecer, de uma forma rápida e profissional e em qualquer lugar do mundo, as pessoas e as ferramentas de que os nossos clientes necessitam.

The Onstream Group is a service oriented company with more than 30 years operating on a worldwide basis, primarily as a niche player in the oil and gas industry. Our core business is to provide major operators with technical specialists and rental of equipment for their projects.

Here at Onstream we understand that it is our reliability, coupled with an excellent international network, and strict compliance with the law, which creates the conditions for our client's project success. From finding the right professionals, to their mobilization, including visas, work permits and insurances, we make sure that the whole process is managed in the most efficient way for your convenience as well as that of our consultants.

Onstream global presence ensures that we can provide the people and the tools our clients need in a quick and professional way, wherever in the world.

10 2 e

10 2 e

Royal Boskalis Westminster N.V. é uma empresa líder mundial de serviços marítimos em dragagem, energia em alto mar e sectores de infra-estrutura internos. Através de SMIT, estamos ativos no reboque e salvamento. Nós fornecemos soluções inovadoras para os grandes desafios marítimos.

Boskalis atua em projetos nas áreas de energia, portos e infra-estrutura. Nossos principais clientes incluem as companhias petrolíferas, operadores portuários, governos, companhias de navegação, desenvolvedores de projetos internacionais, companhias de seguros e de mineração.

Boskalis tem cerca de 15.600 empregados, incluindo a nossa participação nas empresas associadas. Atuamos em mais de 75 países, através dos seis continentes. A nossa frota versátil é composta por mais de 1.100 embarcações e equipamentos.

A adição de SMIT Internationale, no início de 2010, expandiu a gama de serviços da Boskalis. Por quase 170 anos, SMIT tem fornecido serviços marítimos, incluindo o reboque, resgate, transporte e elevação de cargas pesadas.

A empresa conquistou uma reputação excelente em todo o mundo.

Royal Boskalis Westminster N.V. is a leading global maritime services company operating in the dredging, offshore energy and inland infra sectors. Through SMIT we are active in towage and salvage. We deliver innovative one-stop solutions to major maritime challenges.

Boskalis is active in projects in the energy, ports and infra markets. Our main clients include oil companies, port operators, governments, shipping companies, international project developers, insurance companies and mining companies.

Boskalis has around 15,600 employees, including our share in partner companies. We operate in over 75 countries across six continents. Our versatile fleet consists of over 1,100 vessels and equipment.

The addition of SMIT Internationale at the beginning of 2010 expanded Boskalis' range of services. For nearly 170 years SMIT has been providing maritime services, including towage, salvage, transport and heavy lift.

The company has earned an excellent reputation around the world.

10 2 e



10 2 e

Shell é um grupo mundial de empresas de energia e petroquímica. Com cerca de 87.000 empregados, em mais de 70 países, a Shell tem como objetivo ajudar a satisfazer as necessidades energéticas da sociedade de maneiras que são economicamente, ambientalmente e socialmente responsáveis.

O foco de atividades da Shell é na exploração de reservas novas de petróleo e de gás e grandes projetos em desenvolvimento onde a nossa tecnologia e conhecimento agregam utilidade aos detentores de recursos. Shell é uma empresa pioneira em gás natural liquefeito (GNL) e gás natural para líquidos (GTL), com mais de 40 anos de experiência e uma bem-sucedida trilha de recordes.

Shell é uma das maiores produtoras de GNL do mundo, com um dos mais diversos suprimentos e carteiras de acesso ao mercado. Como um líder na tecnologia GNL, foi a primeira empresa a se comprometer com a unidade flutuante do GNL.

GTL converte gás natural em produtos utilizados para o transporte de combustíveis, lubrificantes e produtos químicos. Shell opera a primeira usina comercial GNL na Malásia, e construiu a maior usina GNL do mundo, a Pearl GNL, em Qatar.

Shell is a global group of energy and petrochemical companies. With around 87,000 employees in more than 70 countries, Shell aims to help meet the energy needs of society in ways that are economically, environmentally and socially responsible.

Shell's Upstream focus is on exploring for new oil and gas reserves and developing major projects where our technology and know-how adds value to the resource holders. Shell is a pioneer in liquefied natural gas (LNG) and natural gas-to-liquids (GTL), with more than 40 years of expertise and a successful track-record.

Shell is one of the world's largest LNG producers with one of the most diverse supply and market access portfolios. As a leader in LNG technology, it was the first company to commit to Floating LNG.

GTL converts natural gas into products used for transport fuel, lubricants and chemicals. Shell operates the first commercial GTL plant, in Malaysia, and built the world's largest GTL plant, Pearl GTL, in Qatar.

10 2 e



10 2 e

Royal HaskoningDHV é um líder independente, prestador de serviços de consultoria de engenharia internacional. Somos especializados em infra-estrutura, marítima e fluvial, energia e mineração, planeamento e estratégia, rios, deltas e costas, e aviação. A primeira escolha em consultoria para os consideráveis desafios internacionais. Os nossos especialistas fornecem soluções sustentáveis e pragmáticas para o sistema de apoio Pit to Port, infra-estrutura e projetos de energia sustentáveis.

Através da nossa rede internacional e do nosso quadro de 7.500 empregados, podemos acrescentar valor aos projetos de nossos clientes, oferecendo um serviço profissional local, em mais de 100 escritórios, em mais de 35 países. Royal HaskoningDHV tem mais de 20 anos de experiência, em Moçambique, com 115 empregados e escritórios em Maputo e Tete.

Marítimo e Hidrovias

A nossa reputação de excelência multidisciplinar é reconhecida mundialmente no desenvolvimento de estruturas marítimas, náuticas e hidrovias. Colaborando estreitamente com os nossos clientes, planeamos, projetamos e construímos de forma segura, instalações sonoras ambientais e sustentáveis, para os clientes particulares e públicos, incluindo a indústria pesada petrolífera e de gás, mineração e energia.

10 2 e

Royal HaskoningDHV is a leading independent, international engineering consultancy service provider. We specialize in infrastructure, maritime and waterways, energy and mining, planning and strategy, rivers, deltas and coasts and aviation. A first choice consultancy for major world challenges, our experts provide sustainable and pragmatic solutions for pit-to-port, sustainable infrastructure, energy projects.

Through our international network our 7,500 staff add value to our client's projects by providing a local professional service in more than 100 offices in over 35 countries. Royal HaskoningDHV has more than 20 years of experience in Mozambique, with 115 employees and offices in Maputo and Tete.

Maritime & Waterways

Our reputation for multidisciplinary excellence in the development of maritime, marine and waterways structures is world renowned. Collaborating closely with our clients, we plan, design and build safe, sustainable and environmentally sound facilities, for public and private clients, including oil and gas, mining and heavy industry and energy.





STC-GROUP

10 2 e

STC-Group é a autoridade em (simulador assistido) educação, formação, consultoria e pesquisa para o transporte marítimo e indústrias (relacionadas). Competência, regras e regulamentos, eficiência e segurança são questões fundamentais nos serviços prestados. STC-Group é um parceiro experiente que opera em todo o mundo.

Produtos e serviços oferecidos

1. Grupo: Transporte marítimo e indústrias relacionadas - Transporte marítimo (Oficial de Convés, Oficial de Engenharia Naval e todos os cursos relacionados ao STCW'95), cruzeiro, no mar alto, dragagem, hidrografia, pesca marítima.
 2. Grupo: portos e terminais- Autoridades portuárias (incluindo os Serviços de Tráfego Marítimo), contêineres, manuseio e armazenamento de carga seca, líquida e a granel de todos os equipamentos terminais relacionados.
 3. Grupo: transporte e logística- Transporte fluvial, transporte rodoviário, transporte ferroviário, transporte aéreo, transporte por dutos, agente de navio, agente de embarque, carga, descarga e armazenamento, (organização) alfandegária.
 4. Grupo: processo industrial e energia - Operação do processo e manutenção industrial (incluindo refinarias e usinas de energia)
- Muitos programas de segurança (HSSE) e proteção (ISPS) (relacionados) são oferecidos também cobrindo todos os grupos. Os Centros de Aperfeiçoamento já estão ativos na Holanda, África do Sul, Coreia do Sul, Oman, Vietnam, Filipinas e Brasil STC-Group ... "Pensando Primeiro nas Pessoas".

STC-Group is the authority on (simulator assisted) education, training, consultancy and research for the maritime and transport (related) industries. Competency, rules and regulations, efficiency, safety and security are key issues in the services provided. STC-Group is an experienced partner, operating globally.

Products and services offered

1. Cluster: Sea transport and related industries- Sea shipping (Deck Officer, Marine Engineering Officer and all STCW'95 related courses), cruise, offshore, dredging, hydrography, sea fisheries.
2. Cluster: ports and terminals - Port authorities (including Vessel Traffic Services), containers, dry, liquid and neo bulk handling and storage, all related terminal equipment.
3. Cluster: transport and logistics - Inland waterway transport, road transport, rail transport, air transport, pipeline transport, ship's agent, forwarding agent, loading, discharge and warehousing, customs (organisation).
4. Cluster: process industry and energy -Process operation and industrial maintenance (including refineries and power plant) Many safety (HSSE) and security (ISPS) (related) programs are offered as well covering all clusters. Centres of Excellence are operational in the Netherlands, South Africa, Korea, Oman, Vietnam, the Philippines and Brazil already. STC-Group ... Putting People First

Além do desenvolvimento da infra-estrutura exigida, da função de estratégia para o mercado ou de um porto, encontram-se sob os objetivos de crescimento económicos-sociais, a administração, a baldeação e o trânsito. Os objetivos e a abordagem devem ser bem pensados nas operações iniciais e futuras e a direção deve ser liderada para garantir os resultados a longo prazo e a flexibilidade futura.

Nesses estágios iniciais e tendo a influência e a opção de escolher fornecer o controle, Stig opera com isso em mente, ao invés de observar exclusivamente os projetos a partir de um ponto de vista tangível. Os produtos de negócios conduzidos incluem os contratos de concessão, as parcerias público-privada, a garantia da carga e as operações portuárias start-up, apoiados pela pesquisa (de mercado e de tráfego) e pela viabilidade financeira. Todas as questões no processo são consideradas antecipadamente, antes da definição no âmbito físico.

Um foco na economia e na implicação antecipada, Stig proporciona o desenvolvimento e os serviços de consultoria de transação para os proprietários de cargas, operadores de terminais, financiadores e investidores. Esperamos compartilhar ideias com as autoridades públicas e portuárias, bem como com os parceiros locais.

Besides developing the required infrastructure the core business of a port is the management of transshipment and transit, socio-economic growth objectives lie underneath. To secure long term results and future flexibility, objectives and approach should be well thought out early and future operations and management should be leading.

In these early stages having influence and the option to choose provide control. Stig operates with this in mind, rather than exclusively observing projects from a tangible viewing point. Business driven products include concession contracts, PPP's, assurance of cargo and port operations start-up, supported by research (market and traffic) and financial feasibility. Each issues to consider early in the process and preferably before physical scope definition.

A focus on economics and early involvement, Stig provides development and transaction advisory services to cargo owners, terminal operators, financiers and investors. We hope to share ideas with state and port authorities as well as local partners.



Tideway

Offshore Solutions

10 2 e

A Tideway Offshore Soluções é uma especialista holandesa Offshore para a indústria de petróleo e gás, onde trabalham mais de 300 funcionários em apoio a seis navios de construção offshore. A Tideway é especializada em instalação de pedras offshore, lançamento de dutos submarinos e abordagens em terra, a instalação de cabos de alimentação no mar e dragagem offshore. O navio Rollinstone (DP II) da Tideway, Seahorse e Flinstone tem um sistema de tubulação de queda sofisticado (fallpipe system), que coloca pedras de até 2.000 m precisamente no local certo. A Tideway também usa dragas autotransportadoras e retroescavadeiras para a construção de trincheiras para gás e oleodutos para a tubulação chegar à costa e para construção de tubulação submarina. A Tideway está sempre em busca de soluções inovadoras para ajudar os clientes a explorar fontes de energia, de acordo com o lema: "Energizando o Futuro". A Tideway trabalha em projetos inovadores em todo o mundo a partir do Mar do Norte até México, Brasil para a Austrália e da Índia até Oriente Médio e Rússia. A tecnologia é usada com muito mais frequência devido ao aumento da demanda internacional de energia. Isso requer conhecimentos especiais e Tideway está constantemente desenvolvendo novas técnicas para atender às demandas desafiadoras. A Tideway não só proporciona serviços ao redor de muito gás e oleodutos construídos offshore mundial, mas também está envolvida na instalação de cabos de alimentação no mar. Os projetos de Tideway são executados cada vez mais em lugares remotos, mais afastados da costa, perto do Pólo Norte e Sul ou em águas muito profundas.

Tideway Offshore Solutions is a Dutch offshore specialist for the oil and gas industry, employing over 300 staff to support six offshore construction vessels. Tideway is specialized in offshore rock installation, construction of landfalls and shore approaches, installation of power cables at sea and offshore dredging. Tideway's DP II fall pipe vessels Rollinstone, Seahorse and Flintstone have a sophisticated fall pipe system, which places rocks up to 2,000 m at precisely the right location. Tideway also uses trailing suction hopper and backhoe dredgers to construct pipeline trenches where pipelines reach the coast, and constructs landfalls of oil and gas pipelines. To help clients explore and exploit energy sources, Tideway is always searching for innovative solutions according to the motto: 'Energizing the Future'. Tideway works on groundbreaking projects all over the world: from the North Sea to Mexico; from Brazil to Australia; and from India to the Middle East and Russia. Technology is used much more frequently due to the increasing international demand for energy. This requires special knowledge and Tideway is constantly developing new techniques to meet these challenging demands. Tideway does not only provide services around the many oil and gas pipelines built offshore worldwide, but is also involved in the installation of high-voltage cables at sea. Tideway projects are executed more and more at remote places; further offshore, closer to the North or South Pole or in very deep water.



Van Oord é um empreiteiro líder internacional em dragagem, engenharia naval e projetos em alto mar (óleo, gás e vento). Somos um parceiro inovador para os nossos clientes e, por mais de cem anos, ajudamos a criar a infra-estrutura para o mundo futuro.

Van Oord é uma empresa familiar independente, com sede nos Países Baixos, caracterizada pela visível liderança, visão a longo prazo e posição financeira sólida. Os investimentos substanciais, em pessoas e equipamentos, são feitos cuidadosamente para assegurar a continuidade do nosso negócio. Nossos empregados são profissionais comprometidos e apaixonados por água e tecnologia.

As nossas atividades incluem: dragagem, construção costeira, projetos navais de infra-estrutura e projetos em alto mar. Para realizar esta gama ampla de projetos, Van Oord mantém na indústria, uma das frotas mais consideráveis e mais diversificadas de dragagem e de equipamentos especializados em alto mar, que servem de base, de forma abrangente e com custos efetivos aos clientes em todo o mundo.

Van Oord is a leading international contractor specialising in dredging, marine engineering and offshore projects (oil, gas and wind). We are an innovative partner for our clients and, for over one hundred years, have been helping to create the infrastructure for the world of tomorrow.

Van Oord is a Dutch-based, independent family business which is characterized by visible leadership, long-term vision and a sound financial position. Substantial investments in people and equipment are made with great care to ensure the continuity of our business. Our staff are committed, entrepreneurial professionals who are passionate about water and technology.

Our activities include: dredging, coastal construction, infrastructure marine projects and offshore projects. To accomplish this wide range of projects, Van Oord maintains one of the most sizeable and diversified fleets of dredging and specialized offshore equipment in the industry, which serves its global customer base comprehensively and cost-effectively.



10 2 e

Fundada em 2006 e com sede em Roterdão, VTTI é uma das empresas independentes de armazenamento de petróleo, que cresce rapidamente no mundo.

Nós construímos, em todo mundo, terminais próprios de operação de petróleo, em locais estratégicos, a servir a indústria de energia a ligar os fluxos de petróleo de uma maneira segura, rápida e flexível. Ativa em 14 países, oferecemos 8,6 milhões de m³ de capacidade combinada de armazenamento e temos planos ativos para aumentar este número para mais de 10m³.

VTTI é propriedade conjunta da Vitol, um das maiores comerciantes independentes de energia do mundo e MISC Berhad, operadora-proprietária principal mundial de transportes GNL. Face a esta posição privilegiada, desenvolvemos uma compreensão profunda das necessidades dos comerciantes e das exigências do transporte de energia global.

Somos uma empresa dinâmica e de movimentação rápida, com uma reconfortadora ausência de camadas e hierarquia. Isto proporciona uma decisão rápida no processo e permite o controlo total sobre as áreas críticas, tais como as áreas de ambiente de segurança e higiene e de operações.

Founded in 2006 and based in Rotterdam, VTTI is one of the world's fastest growing independent oil storage companies.

We build, own and operate oil terminals in strategic locations worldwide, serving the energy industry by linking oil flows in a safe, fast flexible manner.

Active in 14 countries, we offer 8.6 million m³ of combined storage capacity, with active plans to increase that to well over 10 million m³.

VTTI is jointly owned by Vitol, one of the world's largest independent energy traders, and MISC Berhad, the leading owner-operator of LNG carriers worldwide. Given this unique position we have developed a deep-rooted understanding of the needs of traders and the demands of global energy transportation.

We're a dynamic and fast-moving company with a refreshing absence of layers and hierarchy. This delivers a quick decision making process and enables full control over critical areas such as HSE and operations.

10
2 e

Official Delegation



Marten van den Berg
Deputy Director-General

Ministry of Foreign Affairs

PO Box 20061
NL-2500 EB The Hague

10 2 e

www.rijksoverheid.nl/ministeries/bz



Christiaan Rebergen
Deputy Director-General

Ministry of Foreign Affairs

PO Box 20061
NL-2500 EB The Hague

10 2 e

www.rijksoverheid.nl/ministeries/bz

10 2 e

Contact addresses Embassy



Frédérique de Man
Ambassador

Embassy of the Kingdom of the Netherlands

Av. Kwame Nkrumah, 324
Maputo – Mozambique

10 2 e

10 2 e

mozambique.nlembassy.org

10 2 e

This image shows a single page of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page, leaving small margins at the top and bottom. There are no vertical margin lines, and the page is completely blank except for the lines themselves.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Publication

Agentschap NL, NL EVD internationaal
The Hague, the Netherlands
www.hollandtrade.com

Production

VijfKeerBlauw
Rijswijk, The Netherlands



Ministério dos Negócios Estrangeiros e Cooperação
Protocolo do Estado
Av. 10 de Novembro
Maputo

Ref. MAP/OS-003/2014

A Embaixada do Reino dos Países Baixos em Maputo apresenta os seus cumprimentos ao Ministério dos Negócios Estrangeiros e Cooperação da República de Moçambique e em aditamento a nota verbal MAP/OS-550/2013 de 06/12/2013, tem honra de informar que a visita de Sua Excelência Lilianne Ploumen, Ministra do Comércio Externo, Cooperação e Desenvolvimento dos Países Baixos, inicialmente agendada para 18, 19 e 20 de Fevereiro de 2014, foi alterada para os dias 17 e 18 de Fevereiro de 2014.

10 2 a

A Ministra Ploumen, será acompanhada por uma delegação empresarial, composta por representantes de cerca de 24 empresas holandesas dos sectores de energia, gás, infraestrutura marítima, agricultura e agnegócios.

O objetivo da visita é dar seguimento aos contactos iniciados pela Missão Económica dos Países Baixos que visitou o país em Junho de 2013 e a subsequente visita de Sua Excelência Esperança Bias, Ministra dos Recursos Minerais, aos Países Baixos, em Julho de 2013.

Durante a sua estadia em Maputo, a Ministra Ploumen, gostaria de manter encontros com os Ministros da Indústria e Comércio, Recursos Minerais, Transporte e Agricultura, a fim de trocar impressões sobre a cooperação económica entre os dois países. Em anexo, o programa preliminar da missão.

A Embaixada do Reino dos Países Baixos em Maputo aproveita a oportunidade para reiterar ao Ministério dos Negócios Estrangeiros e Cooperação da República de Moçambique os protestos da sua mais elevada consideração.

10 2 e

Maputo, 8 de Janeiro de 2014





N° 2014.8732

NOTE VERBALE

The Ministry of Foreign Affairs of the Kingdom of the Netherlands presents its compliments to the Embassy of the Republic of Mozambique and appreciates to inform the latter as follows.

Bearing in mind the joint visit of the Deputy Directors-General of respectively International Cooperation and Foreign Trade of this Ministry to Mozambique in June 2013 and the visit of Her Excellency mrs. Esperança Blas, Minister of Mineral Resources, to the Netherlands in July 2013, the Netherlands Minister of Trade and International Cooperation, Her Excellency mrs. Lillianne Ploumen, expressed the intention to visit Mozambique early 2014.

Taking into consideration the Minister's commitments, the visit is scheduled to start on Monday February 17, 2014. Departure is scheduled for Tuesday February 18, 2014.

The objective of the Minister's visit is to acquaint herself with the developments in Mozambique, in specific the economic ones. Special attention will be given to the areas of energy and maritime infrastructure. In relation to this, the Ministry takes pleasure in informing the esteemed Embassy that the Minister will be accompanied by a business delegation.

The Ministry will be in contact with the esteemed Embassy as soon as the intended, detailed program of the Minister (including the list of accompanying companies) will be available. Meanwhile the Embassy of the Kingdom of the Netherlands in Maputo will be in contact with the competent authorities.

The Ministry of Foreign Affairs avails itself of this opportunity to renew to the Embassy of the Republic of Mozambique the assurances of its highest consideration.

The Hague, 9th of January 2014

The Embassy of the Republic of Mozambique
97, Boulevard Saint Michel
B-1040 Brussels

10 2 e

2171

11. COURTESY MEETING MINISTER INROGA OF INDUSTRY & COMMERCE**Maandag 17 februari, Maputo**

Tijd:	19.15 – 19.30
Locatie:	Polana Serena Hotel
Aanwezig NL:	R, CdP, plvDGBEB, RS/ Woordvoerder
Aanwezig MOZ:	Minister Inroga (gastheer missie)
Voertaal:	Engels
Cadeau:	TBD

Doel gesprek

- Verdere kennismaking, na de eerste ontmoeting in de morgen bij de ontvangst op het vliegveld van Maputo, met de missie gastheer minister Inroga van Industrie en Handel.
- Korte introductie van het bezoek en van de economische missie en toelichting van specifieke en groeiende NL belangstelling voor samenwerking in de ontwikkeling van de gas- en maritieme sector in het noorden van Mozambique;
- Benadrukken dat ook de water- en landbouw sectoren zeer geschikte sectoren zijn voor commerciële samenwerking tussen Nederland en Mozambique.

Gewenst resultaat

- Profileren van kennis en expertise van NL bedrijven in gas- en havenontwikkeling, en onshore-offshore dienstverlening;
- Minister geïnformeerd over bredere interesse Nederland in commerciële samenwerking.

Agenda

- 19:00 – 19:15 Transport van Radisson Blu hotel naar Polana Serena hotel
- 19:15 – 19:30 Introductiegesprek met minister Inroga op plek in zuidvleugel hotel
- 19:30 Korte loop van zuidvleugel hotel, samen met minister Inroga, langs networking cocktail van missie leden en gasten, naar zaal waar het Trade Dinner wordt gehouden.

Bijlagen

- Bijlage 1 Spreekpunten
- Bijlage 2 CV Minister Inroga

Spreekpunten

- Thank you for receiving trade & investment mission; more than 30 renowned companies and knowledge institutes. Dutch companies and knowledge institutes offer innovative, excellent expertise and technology in the field of offshore gas and related infrastructure.
- Impressed by economic developments Mozambique.
- Relationship shifting from development cooperation towards broad-based partnership, resulting in mutual benefit.
- Aim of this mission to identify new possibilities for cooperation with businesses and between our governments.
- Your view on the developments in the gas- and infrastructure sectors in Mozambique? Besides export of natural gas, what other industrial applications do you foresee?
- Focus of this mission is on energy and maritime infrastructure, but also water- and agricultural sector have strong potential for further economic cooperation.

[Overhandiging missieboekje met bedrijfsprofielen]

- The Netherlands has a long history in maritime development; from port development, to construction of ports and terminals and management. Rotterdam Port is the North-West European hub for the arrival, production and distribution of energy streams.

- NL enterprises and research institutes have a strong reputation with regard to inclusive and sustainable economic growth. Corporate Social Responsibility is enshrined in Dutch institutions.

[Local content]

- Support the efforts of your government to stimulate the local private sector, jobs and skills transfer.
- Views of the Minister on the issue of local content, involvement of Mozambican businesses in the mega-projects? Consider local content regulation? Inspiration in systems used in the region?
- Training and skills transfer is starting point, but slow process. Sometimes expat expertise is required for specific services and requires a flexible situation.
- Dutch companies and knowledge institutes here this week to build long term relations. They will also invest in training and transfer of knowledge and skills.

Minister of Trade and Industry

Armando Inroga



Professional experience

- From 1998 to 2003, he worked as senior consultant at *KPMG Mozambique* being responsible for the accomplishment of economic and financial feasibility studies, as well as economic analyses.
- In September, 2003 he embarked on an individual Project, creating the *PACTO Consultores & Associados, Lda*, a consultant company dealing with economic issues and marks research where he acted as Executive Director until December, 2008.
- In 2009 he joined *Ernst & Young*, where he performed the duties of Manager, the top in the career of consultancy.
- In October, 2010 was appointed Minister of Industry and Commerce of the Government of Mozambique.
- Until May 2011 he was President of Economist's Association of Mozambique.

Education:

He holds a Degree in Economics from the Eduardo Mondlane University, since 1998.
He speaks Portuguese fluently and English.

Personal:

He was born in Nampula, north region of Mozambique, in 18th of December, 1969.

General:

From 2003-2006 he lectured the course of the Economy of Mozambique at the Eduardo Mondlane University.

10. ONTMOETING MINISTER MUTHISSE OF TRANSPORT & COMMUNICATION**Maandag 17 februari, Maputo**

Tijd:	16.30 – 17.30
Locatie:	Ministry of Transport & Communication
Aanwezig NL:	R, CdP, plvDGBEB, RS, Woordvoerder, DAF, DIO, EA, bedrijven
Aanwezig MOZ:	Minister van Transport en Communicatie, H.E. Gabriel Muthisse en staf
Voertaal:	Engels (tolk aanwezig indien nodig)
Cadeau	TBD

Doel gesprek

- Introductie van het bezoek en toelichting van specifieke NL belangstelling voor samenwerking in de toekomstige infrastructurele ontwikkelingen, met name de noordelijke havens van Palma, Pemba en Nacala;
- Informeren naar de actuele voortgang en visie op de ontwikkelingen van transport en havenstructuur voor kolen en gas (spoorlijnen, haveninfrastructuur).
- Het ministerie van Transport en Communicatie (technisch kader) zal gevraagd worden een korte presentatie geven over de actuele stand van zaken in bouw van de infrastructuur in het land waarna er tijd is voor vragen stellen.

Beoogd resultaat

- Profileren van kennis en expertise van NL bedrijven in havenontwikkeling;
- Inzicht in de voortgang van de transport infrastructuur ontwikkeling in het noorden.

Agenda (voorlopig)

16:30 – 16:45	Korte ontmoeting en kennismaking R en minister Muthisse. Ook aanwezig PlvDGBEB, CdP.
16:45 – 16:50	Binnenkomst ministers in plenaire zaal. Minister Muthisse presenteert haar delegatie; R presenteert bedrijvendelegatie en overhandigt missieboekje, vertegenwoordiger bedrijven presenteert delegatie.
16:50 – 17:30	Q & A sessie voor bedrijven Ander Onderwerp <i>Bedrijven delegatie kan verder met Q&A en netwerken met technische staf.</i>

Bijlagen

- Bijlage 1 Spreekpunten
- Bijlage 2 Achtergrond
- Bijlage 3 CV

Spreekpunten

Voorgesprek

- Happy to be here with a large Dutch business delegation with renowned Dutch companies, some of them with experience in the transport sector of Mozambique, such as Van Oord and Boskalis in dredging in the port of Beira.
- NL expertise transport/logistics. Big part of our economy. Gateway to Europe. Have you visited Rotterdam? Minister Bias recently in NL. Rotterdam services all of Europe. Rotterdam port Public Private Partnership. Role for national and local government. Top class companies. Global players. Can offer whole package of port infrastructure, development, management, consultancy, services.
- 10 2 g [REDACTED]
[REDACTED]
[REDACTED]
- 10 2 g [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- Dutch companies also score very well in Corporate Social Responsibility. We know that for Mozambique it is crucial that

the local population can participate and benefit from these developments.

- Through our development program in agriculture and food security we are also focusing on connecting the infrastructural developments with increasing agricultural production. We work closely with e.g. the Zambezi Valley Development authority to achieve this.
- Tomorrow we are organizing a seminar on Local Content and Corporate Social Responsibility. Government, regulators, companies, academics and civil society will discuss these issues and explore how to achieve growth that will benefit the Mozambican people.
- Challenges for Mozambique in the transport sector are huge. What are your priorities for the coming years?

[entry into plenary room with delegations]

Plenair

[Minister Muthisse presents his delegation]

[Minister Ploumen presents her official delegation; Business representative presents business delegation]

- Minister Muthisse, I hope I may ask you a few questions in front of the companies, as I know that many of them are interested in some of the same issues:

- What is your vision for the most important projects such as the construction of the railway to Nacala and the building of the coal terminal in Nacala and the development of the ports of Palma and Pemba? What concrete steps will be taken this year?
- What are the immediate challenges ahead in the transport sector related to the gas and maritime development in the north?
- What will be the role of the newly formed “Sociedade de Portos de Cabo Delgado” in the development of the ports of Palma and Pemba?

[Q&A for business delegation]

- Questions by businesses

Achtergrond

De Maritieme sector studie Mozambique (maart 2013) uitgevoerd door Atlantico Business Development en Royal Haskoning DHV geeft een overzicht van de toenmalige status van de haveninfrastructuur in Mozambique. Het infrastructuur netwerk, en de conditie ervan, is sinds decennia een groot probleem. Het land had bij de onafhankelijkheid een beperkte infrastructuur. De twintigjarige burgeroorlog heeft geleid tot veel destructie van de hoofdinfrastructuur en obstructie van veel secundaire infrastructuur. Na de oorlog in 1992 is de infrastructuur aanzienlijk verbeterd door grote investeringen van de internationale financiële instellingen (WB, EU) als ook bilaterale donoren. Havens en spoorwegen zijn gerehabiliteerd en het wegennet is uitgebreid. Het infrastructuur netwerk is echter kwetsbaar; afstanden zijn enorm en regelmatige voorkomende zware regenval in combinatie met adverse terreinomstandigheden zorgen voor frequente disrupties van weg- en spoorverkeer. De negatieve economische schade hiervan wordt steeds groter.

Het ministerie van Transport en Communicatie heeft een aantal jaren geleden een strategie ontwikkeld voor de integrale ontwikkeling van het transport systeem in het land die als belangrijkste instrument de ontwikkeling van transport corridors voorstelt. De drie belangrijkste corridors die verder ontwikkeling behoeven zijn de Maputo, Beira en Nacala corridors. Daarnaast worden er grote ontwikkelingen verwacht in de haven van Palma en Pemba voor de LNG industrie ontwikkeling in het noorden.

Er wordt ook gewerkt aan plannen voor nieuwe havens met een daaraan verbonden geheel nieuwe spoorlijnen (Macuze en Techobanine). De planvorming voor de Macuze haven lijkt het meest concreet

10 2 a

De belangrijkste gaande ontwikkelingen op dit moment zijn de werken in de Nacala corridor aan de spoorlijn van de kolenmijnen in Moatize, dwars door Malawi, naar de natuurlijke diepzeehaven van Nacala. Vale, de ontwikkelaar en grootste investeerder in de kolenmijnen geeft aan dat de eerste kool begin 2015 uit de haven van Nacala geëxporteerd zal worden. 11

CFM (Mozambikaanse Havens en Spoorwegen parastatal en onderdeel van ministerie van Transport) en ENH Logistics (parastatal en onderdeel van ministerie van Minerale Hulpbronnen) hebben onlangs een partnerschap ondertekend met de naam Sociedade de Portos de Cabo Delgado welke de concessie heeft verkregen over de havens van Pemba en Palma in het noorden van Mozambique. Dit partnerschap gaat leiding geven aan het ontwerp en constructie van de infrastructuur die nodig is voor de import van materieel voor de LNG productie industrie, als ook de LNG export. 11

Het is voor het Nederlandse bedrijfsleven van belang deze ontwikkelingen nauwgezet te blijven volgen: Portos de Cabo Delgado heeft de capaciteit niet om de benodigde grote werken te plannen, ontwerpen, bouwen en te opereren. 11

CV van minister van Transport en Communicatie

Gabriel Muthisse



Gabriel Muthisse is geboren in het district Manjacaze, provincie Gaza, Mozambique op 22 september 1963. Hij heeft lager onderwijs gedaan op de basisschool Inhamissa in Xai-Xai, tot 1974.

Daarna is hij toegelaten op de Samora Machel, in Cuba, waar hij het voortgezet onderwijs heeft afgesloten in 1980. In hetzelfde land heeft hij ook nog het technisch onderwijs in het Instituto Superior de Direccion de la Economia afgesloten in 1982.

Hij heeft een graad in Economie behaald op de universiteit van Londen in 1997. In 2004 heeft hij een masters behaald in bedrijfsmanagement op de universiteit De Montfort, Leicester, England.

Hij heeft bij de Bank van Mozambique als krediet analist gewerkt, waarna hij bij het ministerie van Publieke Werken en Huisvesting/Nationaal Water Directoraat een functie als financieel manager en planner/econoom heeft gehad.

In mei 2007 werd hij geroepen voor de regering om de portefeuille van viceminister van Publieke Werken en Huisvesting te bezetten.

In januari 2010 is hij viceminister van Visserij geworden, waarna hij in september 2013 door president Guebuza werd benoemd tot minister van Transport en Communicatie.

13. SEMINAR LOCAL CONTENT & CSR

Dinsdag 18 februari, Maputo

Tijd:	8.30 – 9.00
Locatie:	Radisson Blue Hotel
Aanwezig NL:	Hele delegatie
Aanwezig MOZ:	10 2 e CTA (werkgeversorganisatie), CTA representatives, speakers, moderators, invitees
Voertaal:	Portugees en Engels (simultaan vertaling)

Doel bijeenkomst

- Opening of seminar on Local Content and CSR through short address
- Presentation of Video 'Gas and Oil Value Chain' composed by Round Table Oil & Gas East Africa
- Witness signing of MoU between NABC and CTA

Beoogde resultaten

- Emphasis on the importance of Local Content and Corporate Social Responsibility issues;
- Elaboration on Dutch major companies' capabilities in innovative technology, knowledge and experience in LNG value chain, upstream, downstream, on shore, of shore.
- Reinforced relations between NABC and CTA, and their respective stakeholders.

Agenda

8:30 – 8:40	Opening of the seminar (short address minister Ploumen)
8:40 – 8:50	"Gas and Oil Value Chain" (video presentation, developed by the Netherlands companies in the Round Table Oil & Gas Eastern Africa)
8:50 – 8:55	The importance of the CTA-NABC partnership, Mozambique vision, 10 2 e CTA
8:55 – 9:00	The importance of the CTA-NABC partnership, Dutch vision, 10 2 e on behalf of NABC Round Table
9:00	Signing of the MoU between NABC and CTA 10 2 e

Bijlagen

- Bijlage 1 Spreekpunten
- Bijlage 2 Achtergrond
- Bijlage 3. Programma seminar (volgt)

Short opening address

- Dear ^{10 2 e} CTA; dear ^{10 2 e} CTA sector committees; government of Mozambique representatives, Mozambican and Dutch companies representatives; dear speakers, ladies and gentlemen,
- I am pleased to open this seminar on Local Content and Corporate Social Responsibility, two important issues in the pursuit of inclusive and sustainable economic growth in Mozambique.
- It is important to share information and discuss these pertinent issues and how they can be applied in these early stages of the gas sector development of Mozambique.
- Using local labor and services to the largest extent possible; grasping opportunities for socio-economic development around the mega-LNG project; involving all stakeholders in a comprehensive way. These are things that must be done to encourage positive aspects and minimize any negative impact projects might have.
- As you might know, the Netherlands is also a gas country. We have one of the largest natural gas fields in the world in the Northern part of the Netherlands. Discovered in the early

sixties. And up to this day, it remains important to involve the local population. To make sure they feel involved. That the income from gas also means more jobs and investments for the North of the country. In recent weeks, this has been a hot political topic in the Netherlands, just as it is here.

- And in Mozambique the expectations of the population are high. Also considering the fact that many still have so little. That is why just investing in mega-projects is not enough. We must think about the effects on the local economy. It must be done responsibly.
- The Dutch companies present here today offer BOTH innovative, high-quality expertise and technology AND have a strong reputation for inclusive and sustainable growth. Corporate social responsibility is firmly embedded in Dutch business culture.
- During this seminar, I hope you can explore how to be part of the rapid economic developments in Mozambique and contribute to local development. From the perspective of companies, governments, knowledge institutes and civil society. I wish you a successful seminar and fruitful cooperation.

Signing MoU CTA-NABC

The closer relation between CTA and NABC, through a Memorandum of Understanding, offers good possibilities to incorporate best practices on Local Content and CSR in the areas of cooperation between Mozambican and Dutch companies in the development of the gas sector of Mozambique.

Background

Context

Attendance of the seminar (estimated number of participants: 70)

Mozambican Government officials, members of the Dutch official and business delegation, NABC, local representatives of oil and gas companies, foreign (potential) contractors (EPC), local business people.

Overall objective of the seminar

To improve knowledge and understanding of the business environment in Mozambique, its opportunities, legislative framework, including on social and local components

Specific objectives:

- (a) Provide information on Mozambique's recently approved legal framework on 'Corporate Social Responsibility for the Extractive Industry';
- (b) Provide an update on the current process of selecting and developing a model for 'Local Content in Mozambique';
- (c) Sensitise about the importance and advantages of including CSR and LC in the process of company and project presentation, positioning, offering of goods and services, and management and implementation of contracts;
- (d) Provide references for CSR and LC implementation in the Mozambican context;
- (e) Disseminate and share experiences of companies in other countries where CSR and LC were addressed, success stories, and lessons learned;
- (f) Promote best practice and code of conduct regarding Good Corporate Governance.

Themes: expansion of the Mozambican state of affairs in CSR and Local Content

Corporate Social Responsibility

The Government of Mozambique, through its Ministry of Mineral Resources (MIREM) and with the involvement of a comprehensive set of stakeholders, elaborated the CSR policy framework. The policy is complementary to existing legal frameworks on the Land Law, on the Environment, Spatial Planning, and Legislation for the Mining and Oil and Gas sectors.

The process of consultation and drafting is nearly completed and awaits approval by the Minister of Mineral Resources, and subsequently by the Council of Ministers.

Local Content

A policy on Local Content for Mozambique, 10 2 a . 10 2 a various institutions and organisations are each taking their own initiatives: the new legislation on Mining and Oil and Gas has some references to Local Content. Meanwhile through the recently created IPEME (Institute for Small and Medium Enterprises), the Ministry of Industry is exploring the scope and potential for Local Content for SME's. In addition, non-government entities, such as CTA are also promoting reflections on this topic.

ENH Logistics (www.enhlogistica.co.mz) was created as a vehicle to enhance local participation in the Oil & Gas sector, whilst EMEM Logistics is a similar initiative for the coal sector.

10 2 a , as long as such a framework is not created, ENH Logistics is the only formal point of reference for the Oil & Gas sectors on this topic. Not only functioning as an information entrance on opportunities for LC in Mozambique, ENH Logistics also acts as a point of coordination to channel investors to potential partnerships with regard to the developments in the northern part of the country.

Opdracht van het DG BEB aan NL EVD Internationaal voor de organisatie van een economische missie naar Mozambique onder leiding van plvDGBEB en plvDGIS, van 16 t/m 21 juni 2013.

1. Opdrachtgever / opdrachtnemer
2. Aanleiding
3. Doelstellingen
4. Nederlandse doelgroep
5. Programma elementen
6. Diversen
7. Mede betrokkenen / co-organisatoren
8. Budget
9. Projectgroep
10. Gewenst eindresultaat / deliverables
11. Mijlpalen
12. Risicoanalyse

1. Opdrachtgever / opdrachtnemer

Opdrachtgever	- Simon Smits, DG BEB
Gedelegeerd opdrachtgever	- 10 2 e
Opdrachtnemer	- 10 2 e
Gedelegeerd opdrachtnemer	- 10 2 e

2. Aanleiding

- In Mozambique is de olie- en gasexploratie snel aan het groeien. Exploitatie vereist snelle infrastructurele ontwikkelingen als havenfaciliteiten en infrastructuur.
- De ontwikkelingen vereisen tevens (snelle) noodzakelijke institutionele, bestuurlijke, juridische en controle aanpassingen.
- Met ervaring op het gebied van gaswinning en een institutionele infrastructuur die in de afgelopen decennia is opgebouwd kan Nederland voor Mozambique een assisterende partner zijn.
- De Nederlandse energie- en infrastructuursector beschikt over veel technische expertise en producten om de Mozambikanen en in Mozambique in de exploratie opererende bedrijven bij te staan. Dit bezoek draagt bij aan de profilering van deze expertise in Mozambique.
- Bezoek valt in kader van samenwerking tussen Mozambique en Nederland op gebied van energie, water en maritieme infrastructuur.

3. Doelstellingen

Wat wil de officiële delegatie bereiken:

- Versterking van de Mozambikaans-Nederlandse overheidsrelatie.
- Positionering van Nederland als samenwerkingspartner op terrein van gas en maritieme infrastructuur.
- Toegang verschaffen voor Nederlandse bedrijven bij relevante partijen en de Mozambikaanse overheid.
- Positionering van Nederlands bedrijven voor aanbestedingen van de multilaterale instellingen in Mozambique

Voorstel voor participatie van bedrijfsleven en kennisinstellingen:

- Organisatie door AGNL van een missie van bedrijfsleven en kennisinstellingen op het terrein van energie en (maritieme) infrastructuur. Inzet 15 tot 20 bedrijven en kennisinstellingen;

Wat willen de bedrijven en kennisinstellingen uit de delegatie naar Mozambique bereiken?

- Nederland op de kaart zetten als betrouwbare (handels-)partner op bovengenoemde gebieden
- Een goede indruk van de vraag aan Mozambikaanse zijde.
- Voor bedrijven: contacten leggen met waarschijnlijke opdrachtgevers

4. Nederlandse doelgroep

De missie naar Mozambique staat primair open voor bedrijven en kennisinstellingen uit de sectoren energie en (maritieme) infrastructuur. AGNL nodigt uit op basis van zijn klantenbestand, publiceert de aankondiging o.a. op de AGNL-website en de website www.internationaalondernemen.nl. AGNL verzoekt tevens relevante bedrijvenorganisaties en/of brancheverenigingen om leden te informeren.

5. Programma elementen

Officiële delegatie

- Ontmoetingen met bewindspersonen/ hoge ambtenaren van:

- Ministerie van Mineralen
- Nationaal Petroleum Instituut (INP)
- National Enterprise of Hydrocarbons (ENH).
- Haven- en railautoriteiten (CFM)
 - Holland Trade Dinner in Maputo
 - Holland Trade Reception in Pemba en Nacala
 - Kick-off, dagelijkse delegatiebespreking en evaluatiebijeenkomst
 - Bedrijfsbezoeken t.b.v. bedrijfsleven in Maputo, Pemba en Nacala

Concept schema officiële delegatie

- Zaterdag 15 juni: nachtvlucht Amsterdam – Nairobi - Maputo
- Zondag 16 juni: Maputo
- Maandag 17 juni: Maputo
- Dinsdag 18 juni: Maputo en 's middag vlucht (charter) naar Pemba
- Woensdag 19 juni: Pemba
- Donderdag 20 juni: Vlucht (charter) naar Nampula, auto naar Nacala
- Vrijdag 21 juni: Nacala, middag auto naar Nampula, vlucht (charter) naar Johannesburg. Nachtvlucht terug naar Amsterdam
- Zaterdag 22 juni: aankomst Amsterdam

Bedrijvendelegatie

- Matchmaking afspraken.
- Aansluiten bij officiële bezoeken
- Holland Trade Dinner in Maputo
- Holland Trade Reception in Pemba en Nacala
- Kick-off, dagelijkse delegatiebespreking en evaluatiebijeenkomst (indien gewenst).

Concept programma bedrijvendelegatie

- Zaterdag 15 juni: nachtvlucht Amsterdam – Nairobi - Maputo
- Zondag 16 juni: Maputo – kick-off en algemeen seminar
- Maandag 17 juni: Maputo – matchmaking, seminar en trade dinner
- Dinsdag 18 juni: Maputo vervolg matchmaking en 's middag vlucht (charter) naar Pemba
- Woensdag 19 juni: Pemba – bedrijfsbezoeken, matchmaking
- Donderdag 20 juni: Vlucht (charter) naar Nampula, auto naar Nacala; bedrijfsbezoeken, matchmaking
- Vrijdag 21 juni: Nacala vervolg matchmaking, middag auto naar Nampula, vlucht (charter) naar Johannesburg. Nachtvlucht terug naar Amsterdam
- Zaterdag 22 juni: aankomst Amsterdam

6. Diversen

- Taal deelnemersboekje: Engels en Portugees.
- Deelnemersbijeenkomst 10 juni 2013 15.30 – 17.00 uur

7. Mede betrokkenen / co-organisatoren

Afhankelijk van het programma kan, naast andere relevante brancheverenigingen worden besloten ook de volgende partijen bij de organisatie te betrekken:

- NABC voor matchmaking (via inhuur lokale consultant **10 2 e**)

8. Budget

Deze activiteit valt onder het MBA/IMB budget van AGNL voor 2013.

Ander Onderwerp

9. Projectgroep

Projectgroep:

- 10 2 e
)

De projectgroep zal in beginsel één keer in de twee weken overleg voeren (d.m.v. 'conference calls') en zal dat opvoeren.

AGNL is verantwoordelijk voor:

- De logistieke organisatie voor de bedrijfslevendelegatie: vluchten, hotelkamers en lokaal transport (i.s.m. de post).
- Het informeren en consulteren van HMA Maputo inzake de voortgang van processen waarvoor AGNL verantwoordelijk is.
- De acquisitie van bedrijven via algemene mailings, alsmede d.m.v. 'maatwerk'.
- De intakegesprekken met de deelnemende bedrijven en communicatie met het postennetwerk inzake de individuele matchmake-programma's voor deze bedrijven (i.s.m. NABC).
- Controle op het verloop van de matchmake-voorbereidingen en -uitvoering en adequaat verwachtingenmanagement richting het bedrijfsleven.
- Het aansturen van (sub)uitvoerder NABC. Strikte monitoring hiervan is essentieel (vooral met het oog op kosten).
- Het bedrijfprofielen/missieboekje.
- Organisatie van recepties, Holland Trade Dinners en andersoortige netwerkevenementen i.s.m. HMA Maputo.
- Het inventariseren van bedrijfsspecifieke punten van de deelnemers aan de reis naar Mozambique voor de officiële delegatie.
- Naambadges, tafelnaamkaarten, kleine relatiegeschenkjes, tafelvlaggetjes, pins, etc.
- De schriftelijke evaluatie-enquête (incl. verslag) onder de deelnemers (3 maanden na afloop van de missie).

BEB is verantwoordelijk voor:

- De algehele coördinatie van de missie en afstemming met interne en externe betrokkenen.
- De logistieke organisatie voor de officiële delegatie: vluchten, hotelkamers en lokaal transport (i.s.m. CBE en het postennetwerk).
- Het informeren en consulteren van HMA Maputo inzake de voortgang van processen waarvoor BEB verantwoordelijk is.
- Het politieke/officialle programma (inhoud en proces, i.s.m. DAF en HMA Maputo).
- De dossiers (operationeel en achtergrond).
- Officiële geschenken.

- Follow-up van de missie, o.a. verslag (i.s.m. HMA Maputo).

DAF is verantwoordelijk voor:

- Bijdragen aan het politieke/officialle programma (inhoud en proces, i.s.m. DAF en HMA Maputo),
- Bijdragen aan de dossiers (operationeel en achtergrond).

HMA Maputo is verantwoordelijk voor:

- Is nauw betrokken bij de totstandkoming van het officiële en bedrijvendelegatie programma
- Het bijhouden van het totale programma (gevoed door BEB, DAF en AGNL).
- De contacten op overheidsniveau: voorbereiding, begeleiding tijdens de gesprekken zelf en follow-up (o.a. dankbrieven).
- Adviseert en ondersteunt bij genoemde functies van zowel AGNL als BEB en zal relatief veel activiteiten lokaal uitvoeren.
- Levert informatie voor het operationele- (incl. spreekpunten) en het achtergronddossiers;
- Draagt bij aan collectieve en individuele matchmaking voor het bedrijfsleven, bedrijfsbezoeken, i.s.m. AGNL.
- Organiseert de recepties, Holland Trade Dinners en andersoortige netwerkevenementen i.s.m. AGNL, en verzorgt de uitnodigingen.

10. Gewenst eindresultaat / deliverables

Officiële delegatie:

- Een succesvolle uitvoering van het officiële programma.
- Ondersteuning van het Nlse bedrijfsleven door openen van deuren in Mozambique.
- Persbericht voor Nederlandse pers en ontmoeting(en) met de lokale pers.
- Holland Trade Dinner en recepties
- Info vergaring voor beleidsopvolging.

Bedrijven delegatie:

- Een succesvolle uitvoering van het bedrijfslevenprogramma: (collectieve) matchmaking.
- Een evaluatie die o.a. inzicht geeft in de voor de deelnemers bereikte doelstellingen. Onder meer of bedrijven na hun deelname verwachten in het komende jaar ofwel een nieuwe investering aan te gaan met meerjarig financieel gewin, ofwel een contract met een nieuwe relatie in deze markt af te sluiten dat een meerjarig financieel gewin oplevert.

11. Mijlpalen

Dossiers (operationeel) gereed	6 juni 2013	BEB
Executie missie	16-21 juni 2013	BEB
Dankbrieven	10 juli 2013	BEB – MAP
Ambtelijk verslag missie	1 juli	BEB – MAP
Enquête versturen	+ 3 maanden	AGNL
Rapportage enquête + resultaten	+ 3 maanden	AGNL

12. Risicoanalyse

- Voldoende belangstelling voor deelname door bedrijfsleven en kennisinstellingen.

Work visit Mozambique (+ Johannesburg) – Terms of Reference

10 2 e

Dutch Ministry of Foreign Affairs, Directorate General for International Cooperation (DGIS), DME/KE

Objective of the visit:

- 10.2 a, 11
- meeting will focus on progress achieved to date, the response to the issues raised in the MTR, and expectations for the remainder of the project.

11

- 10 2 a, 11

Expected results:

- Visit reports providing summaries of meetings held and main conclusions
- Recommendations for follow-up on DGOS-RERD

Planning:

- Week 46: arrive Monday 11 November, depart Friday 15 November (with stop-over in Johannesburg)

Implementation

- Briefing by NL embassy at start of visit; evaluation at end of visit
- Meetings on RERD to be scheduled by DGOS
- Other meetings to be planned directly, with possible short field visit to be arranged by EnDev (if time permits)

Background

DME funds a number of ongoing activities aimed at promoting access to renewable energy and sustainable biomass in Mozambique. These activities are supported within the framework of 'Promoting Renewable Energy Programme' (PREP). [REDACTED]

- 10 2 a 
- 10 2 a 
- 10 2 a 
- 10 2 a 
- 10 2 a 
 -  
 -  
 -  
 -  
 - 

Opdracht van het DG BEB aan NL EVD Internationaal voor de organisatie van een economische missie naar Mozambique en Tanzania onder leiding van minister Ploumen, van 16 t/m 20 februari 2014.

1. Opdrachtgever / opdrachtnemer
2. Aanleiding
3. Doelstellingen
4. Nederlandse doelgroep
5. Programma elementen
6. Diversen
7. Mede betrokkenen / co-organisatoren
8. Budget
9. Projectgroep
10. Gewenst eindresultaat / deliverables
11. Mijlpalen
12. Risicoanalyse

1. Opdrachtgever/ opdrachtnemer

Opdrachtgever : Simon Smits, DG BEB

Gedelegeerd opdrachtgever: 10 2 e

Opdrachtnemer: 10 2 e

Gedelegeerd opdrachtnemer: 10 2 e

2. Aanleiding

In Mozambique en Tanzania is de gasexploratie snel aan het groeien. Beide landen worden geacht daardoor belangrijke mondiale spelers te worden op het gebied van gas. Exploitatie vereist snelle ontwikkeling van havenfaciliteiten en (maritieme) infrastructuur. De ontwikkelingen vereisen tevens (snelle) noodzakelijke institutionele, bestuurlijke, juridische verbeteringen en versterking toezichthoudende instanties.

Met ervaring op het gebied van olie- en gaswinning en een institutionele infrastructuur die in de afgelopen decennia is opgebouwd kan Nederland voor deze landen een assisterende partner zijn. De Nederlandse energie- en infrastructuursector beschikt over de technische expertise, alsmede de producten om deze landen en in de exploratie opererende bedrijven bij te staan. Nederlandse bedrijven, met hun rijke ervaring in de offshore sector - bijvoorbeeld de bouw van installaties of toevoer- hebben veel kansen in deze sectoren. Dit bezoek dient ter profilering van deze expertise. De missie is bedoeld als follow-up van de economische missie aan Mozambique o.l.v. plv DGBEB en plv DGIS in juni 2013 en de inkomende bezoeken uit Tanzania in 2013 (o.a. de presidenten van Tanzania en Zanzibar). Bedrijven uit deze sectoren zijn inmiddels bekend met de Mozambikaanse en Tanzaniaanse markt. Het bezoek zal voor deze bedrijven verdieping brengen.

3 Doelstellingen

Doelstellingen algemeen:

- Handel: intensiveren bilaterale economische betrekkingen, economische belangenbehartiging en ondersteunen NL bedrijfsleven. Succesvolle handelsmissie in sectoren energie en maritieme infrastructuur (35 deelnemers).
- Relatiebeheer: op wederzijds vertrouwen gestoelde relatie op hoog niveau is essentieel om duurzame economische relatie op te bouwen.
- Uitdragen hulp en handel agenda: voortgang in overgang van relatie donor-ontvanger naar gelijkwaardige economische relatie. Voor Mozambique nog duidelijke OS-rol (ook in uw programma).
- Momentum: in Tanzania en Mozambique worden op korte termijn beslissingen genomen over zeer grote investeringen in de off-shore gaswinning. Wil NL een rol spelen, is het zaak om nu zichtbaar te zijn en bedrijfsleven verder te positioneren.
- Inclusiviteit: onderstrepen belang MVO en rol NL bedrijfsleven in inclusieve ontwikkeling.
- Aandacht voor Nederlandse inzet op gebied van kennisuitwisseling, duurzaamheid en capaciteitsopbouw gassector, MVO (aanwending opbrengsten gas) en milieu.

Specifiek Mozambique:

- Boodschap overgang van OS naar handel: koppeling van handel en OS bij het uitbreiden van economische en handelsrelatie.
- Prioritaire OS-thema's (voedselzekerheid, water en SRGR) blijven de komende jaren van belang. Daarbij oog voor snijvlak handel en OS.
- Follow-up van uitgaande missie plvDGBEB en plvDGIS (juni 2013, off shore gassector) en minister Bias (Minerale Hulpbronnen) aan Nederland (incl. uw ontmoeting met haar, juli 2013).

Voorstel voor participatie van bedrijfsleven:

- Organisatie door AGNL van een missie van bedrijfsleven en kennisinstellingen op het terrein van energie en (maritieme) infrastructuur. Inzet minimaal 20-25 bedrijven en kennisinstellingen.

Wat willen de bedrijven en kennisinstellingen uit de delegatie bereiken?

- Nederland op de kaart zetten als betrouwbare (handels-)partner.
- Promoten van Nederlandse kennis, producten en technologie.
- Een goede indruk van de vraag aan Tanzaniaanse en Mozambikaanse zijde.
- Voor bedrijven: contacten leggen met waarschijnlijke opdrachtgevers en partners.

4. Nederlandse doelgroep

De missie naar staat open voor alle bedrijven en kennisinstellingen, met een focus op de sectoren energie en (maritieme) infrastructuur. AGNL nodigt uit op basis van zijn klantenbestand, publiceert de aankondiging o.a. op de AGNL-website en de website www.internationaalondernemen.nl. AGNL verzoekt tevens relevante bedrijvenorganisaties en/of brancheverenigingen om leden te informeren.

5. Programma elementen

Officiële delegatie

Maputo

- Ontmoetingen met bewindspersonen Ministeries van Mijnbouw, Industrie & Handel, Transport en Energie
- Collectieve matchmaking/ business fair
- Seminars Agribusiness en CSR/ local content regulations
- Holland Trade Dinner
- Network cocktail
- Kick-off, dagelijkse delegatiebespreking en evaluatiebijeenkomst
- Activiteit op gebied van gender en vrouwelijke ondernemers
- Handel/ OS-activiteiten Water, Gezondheid

Ander

onderwerp

[Redacted content]

Ander
onderwe
rp

10 2 g

Bedrijvendelegatie

- Matchmaking afspraken (collectief en individueel)
- Aansluiten bij officiële bezoeken
- Seminars
- Site visits
- Holland Trade Dinners
- Network cocktails
- Kick-off, dagelijkse delegatiebespreking en evaluatiebijeenkomst (indien gewenst).

6. Diversen

- Taal deelnemersboekje: Engels.
- Deelnemersbijeenkomst 5 februari 2014 15.30 – 17.00 uur

7. Mede-betrokkenen/ co-organisatoren

Voor de organisatie van de matchmaking en seminar wordt in Maputo een lokale consultant ingehuurd. Ander onderwerp

8. Budget

Deze activiteit, voor wat betreft de economische onderdelen van het programma, valt onder het MBA/IMB budget van AGNL voor 2014.

10 2 g

9. Projectgroep

Projectgroep: 10 2 e

11

AGNL is verantwoordelijk voor:

- De logistieke organisatie voor de bedrijfslevendelegatie: vluchten, hotelkamers (i.s.m. de post).
- Het informeren en consulteren van de posten inzake de voortgang van processen waarvoor AGNL verantwoordelijk is.
- De acquisitie van bedrijven via algemene mailings, alsmede d.m.v. 'maatwerk'.
- De intakegesprekken met de deelnemende bedrijven en communicatie met het postennetwerk inzake de individuele matchmake-programma's voor deze bedrijven (i.s.m lokaal ingehuurd consultant).
- Controle op het verloop van de matchmake-voorbereidingen en -uitvoering en adequaat verwachtingenmanagement richting het bedrijfsleven.
- Het bedrijfsprofielen/missieboekje.
- Organisatie van recepties, Holland Trade Dinners en andersoortige netwerkevenementen i.s.m. de posten.
- Het inventariseren van bedrijfsspecifieke punten van de deelnemende bedrijven aan de reis voor de officiële delegatie.
- Naambadges, tafelnaamkaarten, tafelvlaggetjes, pins, etc.
- De schriftelijke evaluatie-enquête (incl. verslag) onder de deelnemers (3 maanden na afloop van de missie).

DIO is verantwoordelijk voor:

- De algehele coördinatie en (beleidsmatige) insteek van de missie en afstemming met interne en externe betrokkenen.
- De logistieke organisatie voor de officiële delegatie: vluchten, hotelkamers en lokaal transport (i.s.m. CBE en de posten).
- Het informeren en consulteren van de posten inzake de voortgang van processen waarvoor DIO verantwoordelijk is.
- MVO elementen in het programma (i.s.m. IMH).
- Voorwoord van het missieboekje.
- De dossiers (operationeel en achtergrond), deels uit te zetten binnen projectgroep.
- Officiële relatiegeschenken.
- Follow-up van de missie, o.a. verslag (i.s.m. de posten).

DAF is verantwoordelijk voor:

- Bijdragen aan algehele programma (inhoud en proces, i.s.m. DIO en posten)
- Politieke en OS onderdelen van het programma (i.s.m. DIO en posten).
- Evt. activiteiten m.b.t. NGO's/ OS.
- Bijdragen aan de dossiers (operationeel en achtergrond).
- Contacten met ambassades in Den Haag

Posten Dar es Salaam, Maputo zijn verantwoordelijk voor:

- Beheer van het officiële en bedrijvendelegatie programma in de respectievelijke landen (gevoed door BEB, DAF en AGNL).
- De contacten op overheidsniveau voor officiële delegatie, bedrijfsleven en deelnemende NGO's: voorbereiding, begeleiding tijdens de gesprekken zelf en follow-up (o.a. dankbrieven).
- Adviseert en ondersteunt bij genoemde functies van zowel AGNL als BEB en zal relatief veel activiteiten lokaal uitvoeren.
- Levert informatie voor het operationele- (incl. spreekpunten) en het achtergronddossiers
- Draagt bij aan collectieve en individuele matchmaking voor het bedrijfsleven, deelnemende NGO's, bedrijfsbezoeken, i.s.m. AGNL.
- Organiseert lokaal transport, recepties, Holland Trade Dinners en andersoortige netwerkevenementen i.s.m. AGNL, en verzorgt de uitnodigingen.
- Follow-up ter plaatse voor bedrijfsleven.

10. Gewenst eindresultaat/ Deliverables

Officiële delegatie:

- Een succesvolle uitvoering van het officiële programma.
- Positionering van het NLse bedrijfsleven door openen van deuren in de twee landen.
- Persbericht voor Nederlandse pers en ontmoeting(en) met de lokale pers.
- Succesvol relatiebeheer, uitdragen hulp en handel agenda, onderstrepen belang MVO.
- Holland Trade Dinner en netwerk recepties.
- Info vergaring voor beleidsopvolging.

Bedrijven delegatie:

- Een succesvolle uitvoering van het bedrijfslevenprogramma.
- Matchmaking: voldoende nieuwe contacten/ verdieping van contacten voor bedrijven die daarom hebben gevraagd.
- Een evaluatie die o.a. inzicht geeft in de voor de deelnemers bereikte doelstellingen. Onder meer of bedrijven na hun deelname verwachten in het komende jaar ofwel een nieuwe investering aan te gaan met meerjarig financieel gewin, ofwel een contract met een nieuwe relatie in deze markt af te sluiten dat een meerjarig financieel gewin oplevert.

11. Mijlpalen

Dossiers (operationeel) gereed	7 februari 2014	DIO
Executie missie	16-20 februari	DIO
Dankbrieven	14 maart	DIO
Ambtelijk verslag missie	26 februari	DIO
Enquête versturen	+ 3 maanden	AGNL

Rapportage enquête + resultaten	+ 3 maanden	AGNL
---------------------------------	-------------	------

12. Risicoanalyse

Voldoende belangstelling voor deelname door bedrijfsleven en kennisinstellingen.

Videoconference missie Tanzania-Mozambique-Angola

28 november 2013

Den Haag: 10 2 e

Dar-es-Salaam: 10 2 e

Maputo: 10 2 e

Algemeen

- De missie naar T/M/A is verplaatst naar 15-22 februari. 11
- Reisschema (vluchten) vaststellen zodat met invulling programma gestart kan worden
- Inzet charters uitzoeken voor vlucht Dar – Maputo en Maputo – Tete - Luanda
- Mailing opstellen obv input posten voor de werving bedrijven
- Matchmaking: intakes in Nederland (AgNL), MM obv intake lokaal- ambassade MOZ komt met voorstellen. Ander onderwerp
- Sector Agro en tuinbouw start in MOZ

Ander onderwerp

[Redacted content]

Maputo (dinsdagmiddag 18, woensdag 19 februari)

- Sectoren zijn energie/ gas, (maritieme) infrastructuur/offshore, Agrofood, Tuinbouw en uitgangsmaterialen
- Combi aid-trade
- Bedrijven voor sector AF en TU starten de missie in MOZ
- Gesprekken met minister Commerce Inroga (?) en indien aanwezig Minister Energy Bias
- Local content en MVO onderdeel missie (seminar)
- Matchmaking collectief; seminar en fair
- Dinsdagavond trade diner
- Inventarisatie kansen voor NL bedrijfsleven voor AF en TU; reeds genoemd strategische partners als Zambesi development agency; quick scan Wageningen
- AF en TU bezoek Tete, Ander Onderwerp
- SRGR activiteit op locatie in Maputo
- Matchmaking; contacten met lokale partijen die MM kunnen doen. 10 2 g

25 augustus 2011



Ministerie van Buitenlandse Zaken
Berichtenverkeer

BZ-Vertrouwelijk

Mozambique - Ontwikkelingssamenwerking - Bezoek VC Buitenlandse Zaken

Van : MAP-CDP
Verzonden op : 25 augustus 2011 16:15
Land/regio : Mozambique
Thema : Ontwikkelingssamenwerking

Samenvatting

Delegatie bestaande uit leden VC Buitenlandse Zaken bracht bezoek aan Mozambique. Bezoek is naar algehele tevredenheid verlopen. Delegatie heeft een goed beeld gekregen van mede met Nederlandse inspanningen bereikte vooruitgang maar ook van de nog vele politieke en sociaal-economische uitdagingen. Delegatie bij vertrek vol lof over bezoekprogramma en inzet ambassade.

Commentaar

zie bericht

Bericht

Van zondag 22 augustus tot woensdagochtend 24 augustus bezocht een delegatie van de Vaste Kamercommissie Buitenlandse Zaken Mozambique. De delegatie onder leiding van Henk Jan Ormel (CDA) bestond uit de leden Caluwé (VVD), Dijkers (PvdA), Driessen (PVV) Ferrier (CDA), Hachhi (D 66) en El Fassed (Groen Links).

Het programma bestond uit

- een dag in de provincie Manica (hoofdstad Chimoio) waar de bezoeken en gesprekken gericht waren op drinkwater (zowel ruraal als urbaan) en sanitatie en private sectorontwikkeling;
- een dag in de provincie Sofala (hoofdstad Beira) waar de delegatie werd gebriefd over de situatie in de haven, waar het veldbezoek zich richtte op het onderwerp sociale bescherming en kinderrechten en waar een ontmoeting met de burgemeester van Beira (leider tweede oppositiepartij) plaats vond; en
- de slotdag in Maputo, met een ontmoeting met de viceminister van Buitenlandse Zaken, de waarnemend president van het parlement, een rondetafel met een aantal organisaties uit het maatschappelijk middenveld (o.a. op het terrein van corruptiebestrijding), NIMD en AWEPA, een rondetafel met een aantal vertegenwoordigers internationale gemeenschap over het onderwerp democratische ruimte in Mozambique, een bezoek aan een volkswijk om het onderwerp SRGR in de praktijk te beleven, een ontmoeting met SNV en een maaltijd met een groep Nederlanders werkzaam voor internationale organisaties, in de ngo-wereld, het bankwezen en in grotere of kleinere ondernemingen.

De VC bracht nog niet eerder twee maal een bezoek aan een land. Maar nu was dit wel het geval; in 2004 bezocht de VC ook al Mozambique. Twee Kamerleden behoorden toen ook tot de delegatie. De overigen zijn voor het merendeel nieuw in de Kamer en het merendeel had nog niet eerder subsahara Afrika bezocht.

De twee Kamerleden die Mozambique al eerder hadden bezocht hebben zich meerdere malen lovend uitgelaten over de vooruitgang en verbeteringen die zij na 7 jaar hebben kunnen gade slaan.

Het bezoek heeft duidelijk gemaakt dat Mozambique twee gezichten heeft. Aan de ene kant nog steeds een van de armste landen ter wereld. De Kamerleden kregen een beeld voorgeschoteld waarin bij infrastructuur op terrein van water en sanitatie nog steeds sprake is van elementaire voorzieningen, zij het wel met een dekking die goed richting 2015 MDG's uit lijkt te gaan. Ook een land waar het nog niet breed ontwikkelde sociale beschermingsvangnet voor kwetsbare groepen (bv. ouderen en aidswezen) toch de doorslag geeft tussen overleven en helemaal over de rand

van de samenleving vallen. Aan de andere kant de haven van Beira waar met alle Nederlandse ondersteuning en investeringen van de afgelopen jaren nu een professionele organisatie neergezet is die klaar is om de steeds groeiende kolenaanvoer uit Mozambique zelf en de transporten uit het achterland snel te verwerken.

De gesprekken met de oppositieburgemeester van Beira en de ontmoeting met het maatschappelijk middenveld lieten een beeld zien van een maatschappij met nog steeds grote capaciteitsproblemen, een moeizaam verlopend decentralisatieproces, een maatschappijbreed gebrek aan transparantie en een corruptieprobleem 10 2 a

. Opvallend daarbij was dat het (door Nederland gefinancierde) Centro para Integridade Publico (CIP) - samen met de ook aanwezige Mensenrechtenliga de voornaamste corruptie waakhond - zich positief uitliet over het bereikte op gebied corruptiebestrijding en optimistisch was over het effect dat de recentelijk door de ministerraad aangenomen corruptiewetgeving zal hebben op corruptiebestrijding in het algemeen en zaken zoals belangenverstrengeling en de noodzaak voor regeringsfunctionarissen en leden van de regering om hun *assets* aan te geven in het bijzonder. Kamerdelegatie betoonde zich zeer geïnteresseerd in informatie over het Extractive Industries Transparency Initiative (EITI) en de status van de lidmaatschapsaanvraag van Mozambique (nog geen volledig lid). Aan het eind van deze sessie stelde een van de Kamerleden de vraag of al deze organisaties die toch zaken aan de orde stellen die tegen gevestigde belangen in gaan of zich afzetten tegen diepgewortelde culturele overtuigingen (LGTB, huiselijk geweld) zich veilig voelen om dit werk te blijven doen. Het antwoord hierop was algemeen bevestigend. 11

Hetzelfde geldt ook voor zelfbewuste houding Mozambicanen en dialoog op voet van gelijkheid met de internationale gemeenschap.

De ontmoeting met de internationale gemeenschap werd ingeleid met een analyse van een vooraanstaand academicus over de democratische ruimte in Mozambique en leidde tot een interessante discussie over het punt of donoren niet te veel inzetten op stabiliteit en daardoor de politieke status quo beschermen.

10 2 a

alle op hun eigen wijze van belang zijn voor Mozambique.

De gesprekken in het Parlement hadden een grote mate van ceremonieel karakter. De wens van vertegenwoordigers van het Mozambicaanse parlement om hechtere banden met Nederlandse volksvertegenwoordigers aan te knopen heeft niet tot toezeggingen geleid maar tot een open uitnodiging met een onverbindend karakter.

Tijdens het bezoek is tijdens mijn uitgebreide briefing aan de Kamerleden, tijdens vrijwel alle ontmoetingen en en marge van de ontmoetingen veelvuldig gesproken over corruptie. Van ambassadekant is getracht zo duidelijk mogelijk te maken hoe wij daar als organisatie in staan en mee om gaan en is aan de hand van een aantal voorbeelden geïllustreerd hoe het feit dat de ambassade de monitoringtaken serieus neemt malversaties aan het licht zijn gekomen en geredresseerd zijn.

Tijdens debriefing aan gehele ambassadestaf ben ik daarnaast ingegaan op integratie beleid en beheer die op ambassade hecht verankerd is. Tijdens deze debriefing ontstond een duidelijk beeld van de visie en appreciatie van de Kamerleden ten aanzien van Mozambique en een aantal meer algemene aandachtspunten.


- onderwijs/capaciteitsproblematiek: dit onderwerp was als een rode draad door alle bezoeken en gesprekken heen gegaan. Nederland is sinds een jaar vrijwel niet meer in de onderwijssector actief. De rol van Nederland als bilaterale donor is uiteindelijk niet door andere donoren over genomen. 11

Van kant ambassade gesteld dat NICHE programma goed geïntegreerd is in bilateraal programma en dat vanuit sectoren aandacht besteed zal blijven worden aan vakonderwijs. 11

- ABS: 11 . Deze is geïnformeerd dat er op dit moment overleg met het departement loopt over verantwoorde uitfasering op basis van voorspelbaarheid en goed donorschap. 11

- onderwerpen die bij de Kamerleden op het netvlies zullen blijven staan: de bodemschatten waar Mozambique over beschikt, de noodzaak om hier op verantwoorde wijze mee om te springen, de verantwoordelijkheid die daarvoor bij de autoriteiten bestaat en de vrees dat Mozambique niet aan de *resource curse* zal kunnen ontkomen, daaraan gerelateerd het onderwerp land en land *grabbing*, de noodzaak om verder en actiever de mogelijkheden voor het Nederlandse MKB te exploreren. Ook gesproken over donorafhankelijkheid en noodzaak tot uitfasering hulp op termijn. Alle overigens onderwerpen die in het kader van de MJSP-opstelling een belangrijke rol zullen spelen.

De missie heeft het land vol lof over het bezoek en het programma alsmede de inzet van de ambassade verlaten. **11**



Berichtgegevens [BZ-V]

Aan : DAF; DGIS; plvs; COM; NAI-CDP
Opsteller : man.fm
Afgestemd : Plv-CdP/HOS
Kenmerk : MAP/CdP-428/2011
Type : Beleids
Prioriteit : Immediate
Rubricering : BZ-Vertrouwelijk
Categorie : Verslag/Info

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

Ministerie van Buitenlandse Zaken

122

29 januari 2014



Ministerie van Buitenlandse Zaken
Berichtenverkeer

Rijks-Intern

Mozambique - Bilateraal - Economie - Scenesetter voor bezoek R aan Mozambique

Van : MAP-CDP
Verzonden op : 29 januari 2014 15:19
Land/regio : Mozambique
Forum : Bilateraal
Thema : Economie

Samenvatting

Grondstoffenboom brengt Mozambicaanse economie in nieuwe fase. Regering moet nog belangrijke beslissingen nemen maar de ontwikkelingen gaan snel.

Zakendoen en investeren in Mozambique **11**

zal daarbij een belangrijke rol spelen.

Bericht

De betrekkingen tussen Nederland en Mozambique zijn langjarig en vriendschappelijk. Al in de 16^e eeuw zeilden de eerste Nederlanders langs de Mozambicaanse kust. Pogingen in de 17^e eeuw om de Portugezen die daar een aantal kleine nederzettingen hadden, te verjagen mislukten. De onafhankelijkheidsstrijd in Mozambique werd vanuit Nederland gesteund door het Angola Comité en door de Eduardo Mondlane stichting (later beide opgegaan in het NIZA, het Nederlands Instituut voor Zuidelijk Afrika).

Vrijwel meteen na de onafhankelijkheid in 1975 werden diplomatieke betrekkingen aangeknoopt. Sinds 1976 is er een Nederlandse ambassade. Vooral in de eerste onafhankelijkheidsjaren kwamen veel Nederlandse vrijwilligers naar Mozambique en waren vooral actief in het onderwijs. De beelden van de Nederlandse 'cooperantes' op de fiets in de straten van Maputo en elders staan veel oudere Mozambicanen nog scherp op het netvlies en Nederland wordt vanwege deze bijdrage nog altijd gewaardeerd. Een teken van de vriendschappelijke banden is ook dat alle drie de presidenten van Mozambique Nederland hebben bezocht en door onze toenmalige Koningin zijn ontvangen.

Mozambique behoort nog steeds statistisch gezien tot een van de armste landen van de wereld (UNDP/HDI plaats 185, alleen nog voor Niger en de DRC) maar dit geeft een vertekend beeld van de ontwikkelingen van de afgelopen jaren. In 1992 kwam het land ernstig verwoest uit een burgeroorlog die 16 jaar had geduurd. Het verschil van het Mozambique van nu met dat van 1992 is groot, zeker sinds het begin van de serieuze exploitatie en de daaraan gerelateerde investeringen van de enorme bodemrijkdom. Het gaat hier om steenkool, gas, olie, titanium halfedelstenen, goud etc. Etc.). Op basis van bewezen gasvondsten heeft Mozambique het potentieel om tot een van de drie grootste spelers op LNG gebied te worden. Het groeicijfer van Mozambique ligt al een aantal jaren op gemiddeld 7%. Dit wordt voornamelijk door de extractieve industrie gevoed. Tot voor kort was Mozambique voor een groot deel afhankelijk van donorfondsen. Op dit moment komt nog steeds 33% van de overheidsbegroting van de meer traditionele donoren. De laatste jaren hebben opkomst laten zien van nieuwe economische partners vooral de BRICS maar ook b.v. Thailand, Vietnam en Korea beginnen een meer zichtbare economische rol te spelen.

Groei is echter ongelijk verdeeld. De opbrengsten uit de diverse megaprojecten komen slechts een beperkte groep ten goede. Ongeveer 54% van de bevolking leeft onder de armoedegrens. Landbouw is nog steeds een van de belangrijkste inkomensbronnen; 70 % van de bevolking leeft op het platteland en van de landbouw voor eigen gebruik. Ondanks deze grote betrokkenheid draagt landbouw slechts 30% bij aan het BNP. [11](#)

11

Deze uitdagingen vormen een goed startpunt voor MVO, dat in Mozambique nog in de kinderschoenen staat en zich vaak beperkt tot de bouw van een kliniek of een klaslokaal. Hier ligt een kans voor Nederlandse bedrijven die op dit gebied vaak een betere *track record* hebben. Een voorbeeld daarvan zijn de *master classes* die de Nederlandse Gas en Olie ondanks in Maputo hebben gegeven. Op dit moment is een groep bedrijven **10 2 g** bezig een voorstel uit te werken voor gericht beroepsonderwijs in het noorden van het land. In een land waar nog minimaal sprake is van gekwalificeerd personeel op alle niveaus een goed gerichte interventie.

MVO en *local content* vormden belangrijke onderwerpen op de agenda van een seminar over gebruik van natuurlijke hulpbronnen dat de gezamenlijke Noordse landen in 2012 hielden en waarmee zij zich heel goed in de kijker zetten, zowel bij de autoriteiten als bij (delen) van de bevolking. Een van de belangrijkste uitkomsten van dit seminar was dat de beste MVO het betalen van belasting is. 10 2 a

Werd aanvankelijk 2018 genoemd als het jaar 11

[iii].

Het is hierbij zaak dat Mozambique op energieterrein voortgang maakt. Het land is EITI *compliant* 11

waardoor helderheid zou moeten ontstaan over diverse belastingheffingen en de rol van de overheid als mede-investeerder. Deze wetgeving zou al door het parlement gegaan moeten zijn maar dat is tijdens de laatste parlementaire sessie toch niet gebeurd. 11

Mozambique wordt op het punt van de wetgeving en taxatie door velen geadviseerd, b.v. WB, IMF en Noorwegen. Tijdens het bezoek van Minister Bias van *Natural Resources* aan Nederland in juli 2013 kwamen deze onderwerpen ook aan de orde, evenals zaken gerelateerd aan mijntoezicht. Wat deze uitwisselingen tot een succes maakte is dat het Nederlandse bezoekprogramma meer gericht was op het geven van voorbeelden van wat er bij ons goed is gegaan en waar wij fout zijn gegaan. 10 2 a

De steenkool en gasexploitatie en het feit dat 11

in een nieuwe, tot hoop stemmende, fase is beland.

Positieve en negatieve zaken moeten elkaar altijd afwisselen in nadere beschouwingen van de economie. *Doing business* is niet gemakkelijk in Mozambique. Wat we zien is: gebrekkig opleidingsniveau, gebrekkig en vaak weinig innovatief ondernemerschap, een onderontwikkelde financiële markt (en gebrek aan toegang tot krediet vooral voor het MKB), gebrekkige toegang tot markten in het algemeen en vooral onduidelijkheid t.a.v. landbezit en landregistratie.[iv] Bij diverse megaprojecten is op dit moment sprake van hervestiging van dorpsgemeenschappen 10 2 g en dit heeft tot nu toe steeds tot problemen geleid. De wetgeving op het gebied van land en reallocatie van land is goed maar omdat er *shortcuts* door de overheid worden genomen of omdat er zaken op weinig transparante wijze worden opgepakt is tot nu toe nog geen van deze processen zonder oproer verlopen. Ook is duidelijk dat de roep om *local content* gerechtvaardigd is maar dat vooral in het MKB daar nog maar weinigen echt klaar voor zijn.

Toch blijft dat de mogelijkheden voor het Nederlandse bedrijven in de sectoren olie/gas en maritieme infrastructuur enorm zijn. Als je alleen al kijkt naar de investeringen en de noodzakelijke werken in de havens van Palma en Pemba dan is duidelijk dat het meer dan de moeite waard is om hier op in te zetten. 10 2 a, 11

Nederland en Nederlandse bedrijven 11

te

bewaren!

1 [REDACTED]
1 [REDACTED]
1 [REDACTED]
1 [REDACTED]
1 [REDACTED]
1 [REDACTED]

Berichtgegevens [RIJK]

Aan : PLV-DGBEB; PLV-DGIS; RS; DAF; beb; dme; DDE; DAR
Opsteller : Man, Fm-de
Afgestemd : 10 2 e [REDACTED]
Kenmerk : MAP-020/2014
Type : Beleids
Prioriteit : Routine
Rubricering : Rijks-Intern
Categorie : Verslag/Info

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

Ministerie van Buitenlandse Zaken

From: MAP-CDP
Sent: maandag 21 november 2016 14:00
To: M; R; DGIS; DGPZ; DGBEB; DAF; DIO; IGG; DSO; DDE; PRE; LUA; HAR; DAR; DMM; MAP; MAP-CDP
Subject: [RIJK] Mozambique - Visit of Plv DGIS to Mozambique 14-16 November 2016

Kunt u dit bericht niet goed lezen? [Bekijk dan de online versie.](#)

21 november 2016



Ministerie van Buitenlandse Zaken
Berichtenverkeer

Rijks-Intern

Mozambique - Visit of Plv DGIS to Mozambique 14-16 November 2016.

Van : MAP-CDP
 Verzonden op : 21 november 2016 13:59
 Land/regio : Mozambique

Samenvatting

- Plv DGIS visited Mozambique from 14 to 16 November to engage with all stakeholders in order to assess the current political and economic situation in Mozambique.
- Plv DGIS explored with the Embassy ways of phased-in reengagement with the Mozambican government, since major steps have been taken after the revelation of the hidden loans (1) international audit, 2) fiscal measures, 3) efforts to restructure the debts.
- Important to keep aligned as a donor community, 10 2 a, 11
- IMF and donor community aligned to pressure and support the government to invest the expected revenues of the gas industry in near future into the inclusive development of Mozambique instead of debt servicing of the creditors.
- 10 2 a
- Despite the cancelling of our bilateral aid to central government for 2016 as a consequence of the hidden and illegal loans, our relationship is still solid and constructive, particularly in the water sector.
- Visit strengthened the bilateral relations between our two countries and was timely, after the recent cancellation of the foreseen visit of FM Koenders. Plv DGIS had a good meeting with Minister for Water and DG Europe at Min BZ. The visit of President Nyusi to the Netherlands was discussed; foreseen timing April or May 2017. Focus on water, energy and agriculture. The President will be accompanied by trade mission.
- The financial (and political) crisis has aggravated the poverty and inequality situation in Mozambique. Aid programme of the Embassy impacts directly huge needs in water, SRHR and food security.
- Efforts of the Embassy to work on stimulating (female) entrepreneurship by setting up Orange Corners in the Embassy premises together with a local partner and NL private sector fit very well in

the Aid & Trade agenda and serve a big need in Mozambique. The StartMOZup event on female entrepreneurship gave valuable input on how to best focus on the needs for female entrepreneurs.

Bericht

Plv DGIS had meetings with Minister for Public Works Martinho, DG Europa at Min BZ, IMF and influential HOMs and civil society to assess the political and financial-economic crises in Mozambique. Furthermore she visited projects of Fipag, PSI and EnDEV. Finally Plv DGIS participated in the [#StartMOZup](#) on female entrepreneurship.

1. Meetings with Government of Mozambique

- Minister Bonete Martinho of Public Works, Housing and Water Resources and Plv DGIS discussed the good and longstanding cooperation in the water sector.
- The Minister, - who just returned from the COP 22 in Marrakech- spoke about the impact of climate change on Mozambique. It is expected –after 2 years of severe drought- that Mozambique will be hit by heavy rains and floods.
- Both looked back at last years' 40 years celebration of cooperation and the fact that Mozambique joined the Delta Coalition. It was concluded that due to the similarities of the two Delta countries, the expertise of Dutch institutions and private sector will be important for Mozambique also for the years to come.
- Plv DGIS raised the financial-economic crisis that Mozambique is facing after the discovered debts and the political decision of the NL government not to finance programmes directly through the central government (incl. 1 million to water). She commended the positive steps that the Government has taken in the last months. The Minister acknowledged the difficult financial and political situation but stressed that the cabinet will continue to take the necessary steps to restore confidence and to restructure the debts.

1. Meeting with Director Europe at the Mozambican Ministry of Foreign Affairs (MINEC)

- 10 2 a [REDACTED]
- The political-military tension and the peace negotiations were briefly discussed. Peace is the prerequisite for development. Plv DGIS commended the government for its efforts to set up the peace negotiations with international facilitators and mediators. The new round of peacetalks started last week (report will follow separately).
- Possible timing and programme elements for the visit of president Nyusi to NL were discussed (April/May 2017). Proposed timings work for Mozambican government. Main interests of the president: water, ports, agriculture (and football). Next step is for the Embassy to send a note verbale with specific dates. Deadline for NV beginning of December.

3. IMF and donor community

- The Mozambican government has taken important steps to cautiously restore confidence.
- 10 2 a, 11 [REDACTED]

- IMF will start preparing for a second programme with a mission in December 2016. 10 2 a
 [redacted] 10 2 a
 three pillars:
 - Successful outcome and follow-up of the International Audit. 10 2 e
 [redacted]
 - Restructuring of the debts 10 2 a
 [redacted]
 - Major adjustments in the Mozambican fiscal and monetary policy, 10 2 a
 [redacted]
- On the social costs of fiscal adjustments: 11
 [redacted]
- [redacted]. IMF therefore works closely with the World Bank to design a safety net.
- NL suggested to take a step-by-step approach on possible re-engagement after the audit and a satisfactory response of the Government and to plan the steps together. In this way the donor community can deliver on its promise to re-engage when certain criteria are met. At the same time it can keep addressing the human rights situation and the political situation.
- 10 2 a
 [redacted] 10 2 a
 [redacted]
- 10 2 a
 [redacted]

1. Civil society

- Plv DGIS engaged in an open discussion with various representatives of civil society, about the shrinking space for civil society, which in part results from their increased capacity to hold government accountable. Even though Mozambican civil society has grown stronger in the last couple of years, they can better organize and align themselves in order to realize more impact.
- The Embassy will organize a dialogue between donors and civil society organizations and will host a meeting in January 10 2 a
 [redacted]
- A meeting between Plv DGIS and the Mozambican NGO Centro de Integridade Publica (CIP), 10 2 e
 [redacted] took place at the occasion of the signing of a contract 10 2 g or a new CIP-activity. This activity demonstrates the (additional) support from the Embassy to the work done by CIP, 11
 [redacted] The activity will be implemented at local level, in Cabo Delgado province, and will cover three dimensions: government transparency, parliament to hold government accountable, and civil society organizations to be able to demand for the rights of the citizens. The new activity is the first in its type in the sense that it is more hands-on than previous activities. It aims at capacity building of key institutions (like parliament), civil society and media.

1. Field visits to NL funded programmes:

Water: Fundo de Investimento e Património do Abastecimento de Água (FIPAG):

- Plv DGIS visited FIPAG headquarters and signed a contract with FIPAG that is responsible for water supply infrastructure for the major cities in Mozambique. With NL support 70% of the people living in urban areas in Mozambique have now access to safe drinking water.
- This result was achieved with the technical assistance from Vitens Evides International. The Technical Support will be continued; a true Dutch-Mozambican partnership.
- The new NL support will help FIPAG to solidify its organization and to attract additional funds for the huge investments that are needed.
- Plv DGIS also visited the FIPAG' Academy which is under construction. The Academy is an institute for Professional Training in Water and Sanitation financed by Nuffic/ NICHE (Netherlands Initiative for Capacity building in Higher Education). A consortium of UNESCO-IHE, the Delft University of Technology, IRC, the University Eduardo Mondlane (Mozambique) and Rand Water (South Africa) will provide the know-how to the Academy. The Academy is expected to open its doors in February 2017.
- The main target audience for the Academy is FIPAG staff and participants in FIPAG programs and sector stakeholders such as the National Directorates of Water (DNAAS & DNGRH), the Water and Sanitation Management Units in secondary towns (AIAS), the Water Regulatory Council (CRA), water and sanitation services providers, other training institutions, consulting companies and non-governmental organizations in Mozambique.

SRGR: PSI- Visiting of a school and clinic:

- When direct support to the Health Sector basket fund Prosaude was cancelled due to the hidden debts with state guarantee, PSI was requested to work on alternative interventions. EUR 4 million will be channeled through PSI to ensure the population will not suffer from reduced access to sexual and reproductive health services. Through this intervention 190,000 extra people will be receiving the sexual and reproductive health services, including family planning and safe abortion.
- PSI is well-positioned to implement these alternative interventions as it builds up an effective network with the government, local and international partners and the private sector. It navigates through this network to build stronger markets where supply of health products and services better meets the demand of the people. Such as these youth friendly approaches in schools, in private and public clinics where the contraceptives are made available by the UNFPA Global Programme for Commodities Supplies. DGIS is a major contributor to this Programme, supplying every year almost half of all contraceptives required to meet the needs of the Mozambican women and girls.
- Plv DGIS visited the Polana Secondary High School (next to the Embassy), together with PSI. A recent study at this school showed that almost 1 in 4 girls get pregnant unintentionally and all took recourse to an abortion. While talking to students, especially girls said they learnt much more about how they can take control over their bodies and pregnancies and that they could get the contraceptives they would like, free of charge.

Energy: _____ Cooking Stoves

- Plv DGIS made a field visit to an 'Energizing Development' (EnDev) project, namely the M'Baula Cooking Stove production facility in Northern Maputo. The EnDev multidonor-partnership promotes sustainable access to modern energy services that meet the needs of the poor. NL is the initiator and biggest donor (from central funds) of the partnership, which is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the Netherlands Enterprise Agency (RVO), SNV, Hivos and the British NGO 'Practical Action'. During the visit production as well as usage of the cooking stoves was demonstrated.

6. StartMOZup

Plv DGIS also participated in the StartMozUp event that the embassy organized within the framework of the Global Entrepreneurship Week. A panel with Plv DGIS, 10 2 e (World March for Women) and 10 2 e savings bank for female entrepreneurs), discussed challenges female entrepreneurs are faced with and possible solutions to these. The event was visited by an engaged and active audience, and before and after the official program many useful contacts were made. The event underlined the embassy's position as influential player in the field of supporting female entrepreneurship and facilitated in establishing many contacts (and goodwill) that can be used for the Orange Corners incubator that will be opened by the NL Embassy next year.

****For a more elaborated coverage please visit [Facebook/ontwikkelingssamenwerking](#).**

Berichtgegevens

Aan	: M; R; DGIS; DGPZ; DGBEB; DAF; DIO; IGG; DSO; DDE; PRE; LUA; HAR; DAR; DMM; MAP
Opsteller	: MAP & DAF
Afgestemd	: Plv DGIS en DAF
Kenmerk	: MAP-21-11
Type	: Beleids
Prioriteit	: Routine
Rubricering	: Rijks-Intern
Categorie	: Verslag/Info

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

Ministerie van Buitenlandse Zaken

Goedkeuringsmemorandum 2012 - Mozambique – Maputo

Taakspecialisatie OS

Secretaris-Generaal: Ed Kronenburg

Directeur-Generaal: Joke Brar ^{10 2 e}

Regiodirecteur: Désirée Bonis

Landenmedewerker: ^{10 2 e}

Deelnemende directies/vakdepartementen: DEC, DDE, DME, DSO, DMH, DCM, FEZ, HDPO, EL&I

Datum vaststelling:

1. Reactie op het MJSP

a. Goedkeuring

Ik keur uw MJSP goed met de volgende kanttekeningen:

- ¹¹ [Redacted text block]

b. Kwaliteit van analyse ten behoeve van integraal karakter MJSP

- ¹¹ [Redacted text block]

c. Integraal karakter MJSP en overige instrumenten van buitenlands beleid

- Het MJSP heeft een integraal karakter, heeft betrekking op het coherent inzetten van alle instrumenten van buitenlands beleid (politiek, economisch, cultureel, consular en OS).

d. Effectiviteit en meerwaarde OS

- Per gekozen speerpunt is er een logisch verband tussen de uitkomsten van de thematische analyses en de voorgestelde interventiestrategie (doelstelling, resultaten). De doelstellingen zijn realistisch, consistent, volledig en risico's zijn acceptabel.

- 11 [redacted]
[redacted]
- Het MJSP bevat een plan voor monitoring en evaluatie op basis van de voorgestelde doelen en daarop gebaseerde indicatoren, waarbij de behaalde resultaten zo veel mogelijk meetbaar zijn. Dit kan de basis vormen voor een mid-term review in 2013.

Voedselzekerheid

- Interventies in het speerpunt Voedselzekerheid kunnen door uw post verder worden uitgewerkt, hierbij wordt indien gewenst assistentie van DDE en EL&I geboden.
- Bij de uitwerking van het Voedselzekerheidsprogramma kunt u meer aandacht besteden aan gender-aspecten, bijvoorbeeld de rol die vrouwen spelen in de zelfvoorzieningslandbouw en hoe dit zich verhoudt tot hun toegang tot krediet, inputs, land en voorlichting.

Water

- Uw voorstel om u binnen het OS-speerpunt water te richten op drinkwater, sanitatie en Integrated Water Resource Management wordt gesteund.
- 11 [redacted]
[redacted]

SRGR

- De ervaringen op het terrein van SRGR zijn goed verwerkt in het programma.

e. Samenhang

- 11 [redacted]
[redacted]
[redacted]
[redacted]

f. Uitfasering niet prioritaire OS sectoren

- 11 [redacted]
[redacted]
[redacted]

2. Reactie op beleidstaken en bezetting

- Voor de beslissing op uw personele claims verwijs ik naar bijlagen 1 en 2.
- 11 [redacted]
[redacted]
[redacted]
[redacted]
- 11 [redacted]
[redacted]
[redacted]

3. Reactie op activiteiten voor/door vakdepartementen

- 11 [redacted]
[redacted]
[redacted]

4. Instructies voor de post

- 11 [redacted]
[redacted]
- [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]
 - [redacted]

5. Reacties op de beslispunten

Programmabudgetten posten jaarplan

Voor programmabudgetten wordt u verwezen naar **bijlage 3** en **bijlage 4**.

er zijn geen beslispunten bedrijfsvoeringbudgetten

Landenbudgetten

Voor landenbudgetten wordt u verwezen naar **bijlage 5**.

Personele wijzigingen

11

[Redacted text]

[Redacted text]

[Redacted text]

Voor beslissingen over personele zaken wordt u verder verwezen naar **bijlage 1** en **bijlage 2**.

Annulering personeel beslissingen

11

[Redacted text]

[Redacted text]

Overige niet-financiële beslispunten

Maputo, Ambassade

numme beslispoint
beslissers

1

11

[Redacted text]

[Redacted text]

Voor beslissingen over personele zaken wordt u verder verwezen naar **bijlage 1** en **bijlage 2**

numme beslispoint
beslissers

2

11

[Redacted text]

Akkoord : Deels

Toelichting :

11

numme beslispunt
beslissers

3

11

11

Akkoord : Nee

Toelichting : Voor beslissingen over personele zaken wordt u verder verwezen naar **bijlage 1** en **bijlage 2**

numme beslispunt
beslissers

4

11

Akkoord : Ja

Toelichting : 11