



Coral South FLNG Project



Assistance to SME Development Program

Phase 1: Assessment / Mapping (FINAL REPORT)

For:

Coral South Development Project EPCIC



May, 2019

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Acronyms & Abbreviations

ADB	African Development Bank
AgDevCo	Agriculture Development Company
AMSCO	African Management Services Company
ANJE	National Association of Young Entrepreneurs
APIEX	Agência Para a Promoção de Investimento e Exportações, formerly CPI
ASSOC	Association
ASTM	Formerly known as American Society for Testing and Materials
B2B	Business to Business
BCI	Banco Comercial de Investimentos S.A.
BIP	Beluluane Industrial Park
BNI	Banco Nacional de Investimentos
Catalisa	Catalyze Investment in Agribusiness in Cabo Delgado
CIS Catering	Catering International & Services
COMP	Company
CPI	Investment Promotion Center
CTA	Confederação das Associações Económicas de Moçambique
DEV	Development
EN standards	European Standard
ENH	Empresa Nacional de Hidrocarbonetos
EPC	Engineering, Purchasing and Construction companies
FIN	Financial
FundaSo	SOICO Foundation
GAE	Gabinete de Apoio Empresarial
GFA	Gesellschaft für Agrarprojekte
HR	Human Resources
HSE	Health, Safety and Environment
ICTs	Information and Communication Technologies
IEC	International Electrotechnical Commission
INOVAGRO	Innovation for Agribusiness
INP	National Petroleum Institute
INST	Institution
IOC	International Oil Companies
IPEME	Institute of Small and Medium Enterprises
LNG	Liquefied Natural Gas
MozShaq	MOZSHAQ Consultoria & Serviços
MoU	Memorandum of Understanding
MZLNG	Mozambique Liquefied Natural Gas
PLATFM	Platform
SA	South Africa
SAOGA	South African Oil & Gas Alliance
SDC	Swiss Development Cooperation
SMEs	Small and Medium Enterprises
Swiss ADC	Swiss Agency for Development and Cooperation
RHDC	RHDC Consultoria & Serviços, Limitada
TBC	To be confirmed
TP JGC Coral Mozambique Lda	TP JGC Coral FLNG Contractor, Consortium of TechnipFMC, JGC Corporation and Samsung Heavy Industries implementing the CORAL FLNG SA

1. Introduction

Mozambique’s mineral wealth provides vast opportunities for the country’s economic development. Goods and services will be needed during exploration, pre-works, construction and operational phases of the upcoming oil and gas projects in the extractive sector. Some of these goods and services can typically be provided by Small and Medium Enterprises (SMEs), whilst it is also anticipated that the processing and adding value to resources will lead to increased demand for efficient SMEs.

In order for TP JGC Coral Mozambique Lda to accurately define its future SME support program, it requires due insight on the various programs in Mozambique that aim to contribute to the development of Mozambican SMEs, including the ones that are currently on-going, upcoming initiatives, as well as in the recent past.

This report is the first phase of this endeavor, providing relevant details of the various initiatives that exist in Mozambique. They are not limited to the oil and gas sector, but also include other sectors, such as agriculture, mining etc., since a wider array of goods and services is needed, besides the very specialized ones in the oil and gas sector.

The report is organized in six chapters. Chapter two provides a general description of the Mozambican SME ecosystem. Chapter three describes the methodology used regarding the mapping of SMEs in Mozambique. Chapter four presents the key features of current and upcoming SME programs in terms of their design¹, highlighting the top programs with relevance for TP JGC Coral Mozambique Lda’s possible SME support program, followed by an overview of SME programs by sector. Chapter five brings forward the importance of start-ups in Mozambique’s entrepreneurship environment. In chapter six we present suggestions for TP JGC Coral Mozambique Lda’s consideration in the development of its potential future SME support program.

2. SME ecosystem in Mozambique

SMEs in Mozambique are formally defined according to the following classifiers:

Table 1: Classification of MSMEs

CLASSIFICATION	NUMBER OF WORKERS	ANNUAL TURNOVER
Micro enterprise	from 1 to 4	≤ 1,2 million Meticaís
Small enterprise	from 5 to 49	from 1,2 to 14,7 million de Meticaís
Medium enterprise	from 50 to 100	from 14,7 to 29,97 million de Meticaís

Source: General Statute for MSME, 2007²

¹ No assessment is done on the effectiveness of programs. Only in terms of their design and objectives.

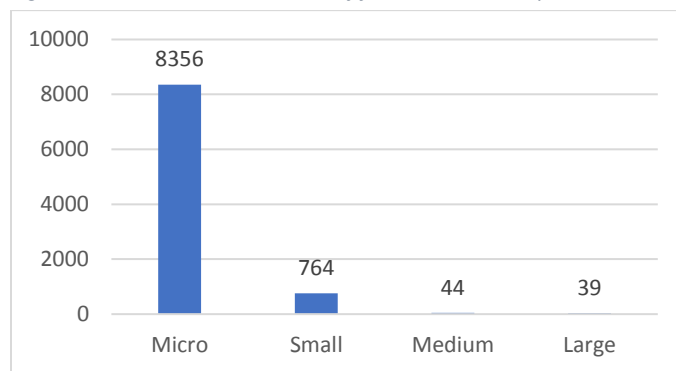
² There are other classifications for SMEs also used by other Ministries in Mozambique. The one above is the definition prepared by IPEME, Mozambique’s Small and Medium Enterprises Institute, in the context of the SME regulatory framework.

A study undertaken by FinMarkTrust³⁴ looking into the key characteristics of SMEs operating in Mozambique, provides the following insight in the features of Mozambican SMEs:

- 93,3% of all the companies are made up of sole entrepreneurs (they have no workers)
- 6,6% of all the companies are micro enterprises (1 to 4 workers)
- 0,1% of all the companies are small and medium enterprises (5 to 100 workers)
- 6% of the companies are formally registered
- 14% relate to licensed⁵ activities
- 40% of these companies are in business for up to 2 years (start-ups)
- 94% focus on commerce activities
- 75% of the entrepreneurs are financially excluded; 14% use only informal financial goods/services; 9% are banked; and 2% use other formal goods/services (the southern region shows the highest rate of banked population: 18%)
- 63% are entrepreneurs by necessity (poverty or unemployment) and only 18% mentioned having taken a business opportunity advantage.⁶

According to the Survey of Mozambican Manufacturing Firms 2017⁷, 98.6 % of Mozambican firms are composed of SMEs. The figure below provides an estimate of the total number of firms in Mozambique in 2012, namely 9,203⁸.

Figure 1: Estimated total number of firms in Mozambique in 2012



Source: Learning how to compete, Working paper 21⁹

Figure 2 and Figure 3 hereafter shine some light on qualitative aspects of SMEs in Mozambique, more specifically the distribution of enterprises by activity sector, as well as by type and activity sector¹⁰.

³ Quoted in: Community Insights Group & EnergyWorks (2017). 'Study on Enhancing the Competitiveness of National MSMEs to Participate within the Supply Chains of Large Mining, Oil & Gas Projects in Mozambique'. Study for the Mozambican Ministry of Industry and Commerce for the World Bank Mining and Gas Technical Assistance Project (MAGTAP). Singapore: Community Insights Group & EnergyWorks

⁴ FinScope MSME Survey Mozambique 2012, Republic of Mozambique, KfW, FinMarkTrust, FinScope

⁵ Licensed activities are business activities that require formal authorisation from the authorities

⁶ Idem as footnote 4

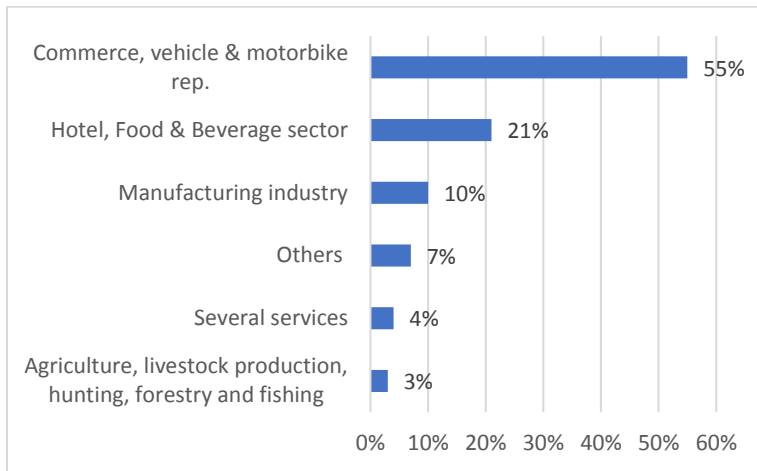
⁷ 'How Many Manufacturing Firms are There in Mozambique?', Søren Schou and José Cardoso, UNU-WIDER, Learning to Compete, Working Paper 21.

⁸ 'How Many Manufacturing Firms are There in Mozambique?', Søren Schou and José Cardoso, UNU-WIDER, Learning to Compete, Working Paper 21.

⁹ Idem as 7

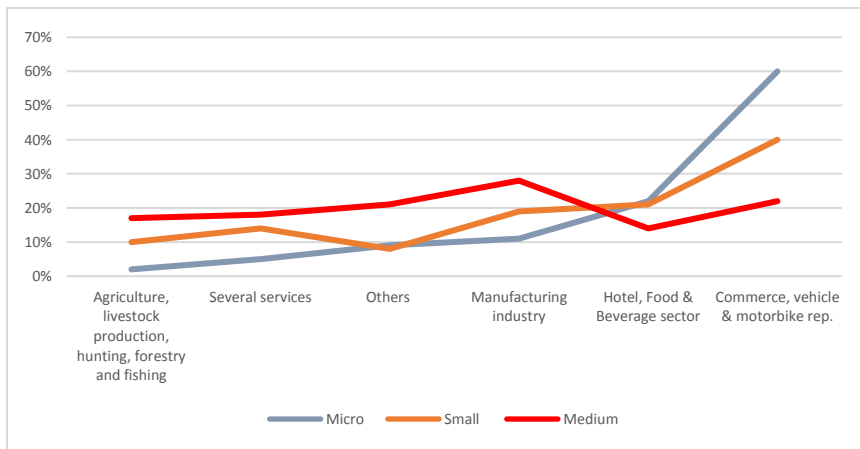
¹⁰ Figures 1 and 2 sourced from the study under 4.

Figure 2: Number of enterprises (%) by activity sector – 2012



Source: INE, Directorate for Sector and Enterprise Statistics

Figure 3 Number of Companies by type and activity sector (relative %) – 2012

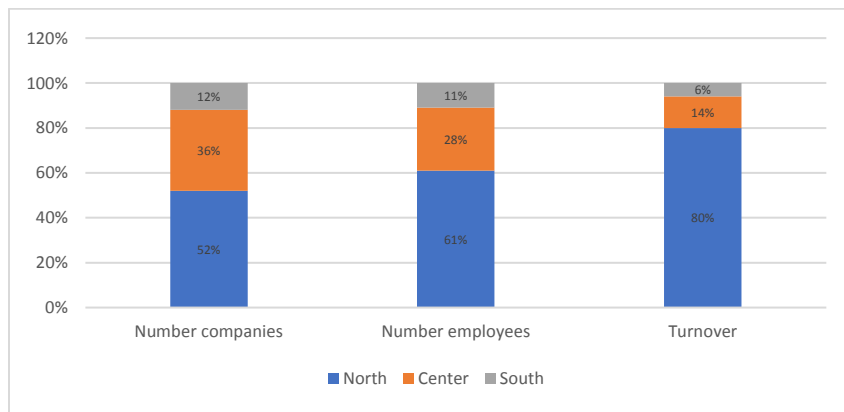


Source: INE, Directorate for Sector and Enterprise Statistics

In terms of geographic spread, the southern region, and particularly Maputo City and Province, accounts for the greater concentration of SMEs (52%), number of workers (61%) and turnover in the segment (80%). In the southern region the productivity of the labour force is three times higher than in the central region, and hardly different from the productivity in the northern region¹¹. The central region has the lowest turnover per worker ratio.

¹¹ Turnover per worker in the northern region is 16% higher than in the central region. From: Community Insights Group & EnergyWorks (2017). 'Study on Enhancing the Competitiveness of National MSMEs to Participate within the Supply Chains of Large Mining, Oil & Gas Projects in Mozambique'. Study for the Mozambican Ministry of Industry and Commerce for the World Bank Mining and Gas Technical Assistance Project (MAGTAP). Singapore: Community Insights Group & EnergyWorks

Figure 4: Number of Companies, Workers and Turnover by region (relative %)



Source: INE, Directorate for Sector and Enterprise Statistics

With the oil and gas sector expected to drive significant economic growth over the next decade, the question is to what extent Mozambican SMEs can benefit. The Mozambique Government expected the studies it had requested in the context of the World Bank funded MAGTAP project¹² to provide deeper insights and recommendations for policy design and potential interventions. One of the questions that was investigated is which sector niches could potentially provide opportunities for local SMEs in the mining, oil, and gas sector, and where and to what extent do these overlap with the sector priorities set by the country's Industrial Policy?¹³ The hypothesis behind this question has been that it makes sense to support local production of goods and services for which there is also demand beyond that arising from the extractive resources sector.

A UNU-WIDER publication¹⁴ informing about the MAGTAP study highlights two groups of SMEs with somewhat different characteristics and their associated opportunities for intervention:

- *Group A: Offering of services that require a higher level of management sophistication, such as (a) specialist geological, laboratory, and waste management services; and (b) logistics and transport maintenance services. Mozambican companies offering these services tend to be somewhat larger and more often meet the definition of medium-sized companies. For this group, the good news is that while their management capabilities are not yet what they ought to be in order to qualify as certified suppliers to the extractive industries, they are nevertheless close enough to warrant targeted interventions that would get them to this point.*
- *Group B: offering of a diverse set of goods and (complementing) services, such as construction materials, camp-site equipment, chemicals, and HVAC equipment, as well as more generally the transversal services. Mozambican companies supplying these goods and services tend to be smaller and less sophisticated, including micro-enterprises offering anything from catering services to office consumables, to accounting and financial services, to specialized consulting services. Whilst a large number of enterprises in this group would primarily benefit from basic and general enterprise development support, others that are somewhat larger, have already achieved a longer track record and a higher level of maturity and specialisation would also benefit from becoming certified suppliers.*

The article suggests that in order to build linkages with the extractive industries, SMEs would require different sets of policy interventions: enterprises offering the services marked as Group A, as well as the more specialised and mature ones from Group B would need very targeted supply-side support to reach

¹² Idem as footnote 4

¹³ Idem as footnote 4

¹⁴ 'What are the prospects for Mozambique to diversify its economy on the back of 'local content?', Evelyn Dietsche and Ana Maria Esteves, WIDER Working Paper 2018/113

the milestone of certified supplier status. The enterprises offering the goods and services marked as Group B, with a less mature and specialist track record, would require more general support.

3. Scope and Methodology

3.1. SCOPE

The mapping undertaken for this study of SME programs in Mozambique covered 110 SME development initiatives. A wide variety of programs of different public and private institutions were considered, including of development partners, business associations and on-line platforms. The distribution of mapped SME development programs by type of promoters and associated leading industry are indicated in Figure 5 and Figure 6 respectively. It is evident that overall, SME programs are predominantly promoted by development partners¹⁵, closely followed by large companies. The leading industries are financial services, oil and gas, agriculture, business associations/hubs and other platforms.

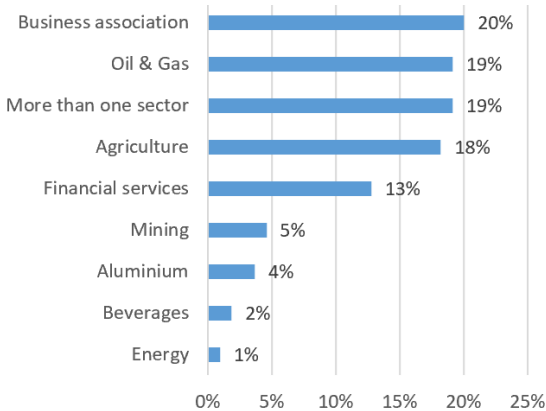


Figure 5: Distribution of mapped SME Programs by Leading industry/sector

Source: Author’s analysis

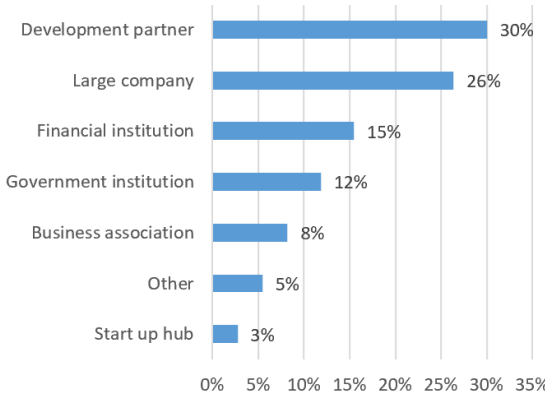


Figure 6: Distribution of mapped SME Programs by type of promotor

As referenced before, micro enterprises are those between 1 and 4 employees, small enterprises between 5 and 49 employees and medium enterprise with employees between 50 and 100. In the context of this mapping exercise, an SME development program is considered when it is aimed at strengthening SMEs capacity, be it managerial, financial or technical. Hence, it also includes programs supporting startups, as emerging business ventures aiming to develop a viable business model with potential to become future SMEs. Programs supporting the development of the agriculture value chain are equally included in the mapping, given their potential to be clustered to supply catering. In addition, bank credit lines targeting SMEs have been included, as they intend to address financial support to SMEs.

¹⁵ Development partners are organizations that are actively involved in the provision of government aid designed to promote the economic development and welfare of developing countries. Loans and credits for military purposes are excluded. Aid may be provided bilaterally, from donor to recipient, or channeled through a multilateral development agency such as the United Nations or the World Bank. Aid includes grants, "soft" loans (where the grant element is at least 25% of the total) and the provision of technical assistance (OECD, <https://data.oecd.org/oda/net-oda.htm>).

3.2. METHODS USED

The mapping of SME Development Programs involved:

- a. Desk review of programs supporting SMEs in the past (closed not longer than 10 years), current and upcoming initiatives. This review informed the mapping reflected in a data base of SME Development Programs in Mozambique. TP JGC Coral Mozambique Lda shared reports with indication of some SME Programs that have been included. The database is organized in excel and reflects programs by sector function;
- b. Classification of programs by promoters/sponsors, source of financing, implementing agencies, operational status and other selected variables discussed and agreed with TP JGC Coral Mozambique Lda;
- c. Ranking and selecting the top SME Development Programs, which can inspire learning for future initiatives. Four variables are identified based on their potential to improve the performance of Mozambican SMEs vis-à-vis upcoming procurement opportunities in large scale investment projects. They are attributed a score from 1 to 5, with the following key: 1 = low, 2 = moderate, 3 = good, 4 = very good and 5 = excellent. Different weights have been assigned to the respective variables representing their relevance in achieving the above-mentioned goal. The variables and their weights are indicated in Table 2Table 2:.

Table 2: Variables and their weights

Variables	Weights (%)
Potential to supply to large companies (3 rd tier)	50%
Opportunity for pooling with other partners	20%
Opportunities for networking (conferences)	20%
Opportunity for (co) financing	10%

Source: Author's proposal

- d. Weekly meetings with TP JGC Coral Mozambique Lda were held to discuss assignment progress and agree on critical variables and selection criteria.

3.3. MAPPING LIMITATION

The inventory, although extensive, does not cover the total universe of SME Development Programs running in Mozambique. The SME development ecosystem is dynamic, and programs aiming to meet demand for SME development and strengthening are being designed and implemented frequently.

Limited data on SME Development Program budgets, awarded contracts and SME beneficiaries resulted in excluding these variables from the mapping, and thus hampering the classification of programs in terms of size and reach. Main reasons that were identified for the lack of information on these variables were mainly information sensitivity, particularly for private sector-led programs, as well as non-availability in the case of upcoming programs. Nevertheless, the mapping provides useful insights on the different SME Development Programs in Mozambique.

4. SME Program Mapping – Key features

4.1. TOP SME PROGRAMS IN MOZAMBIQUE

MAIN PLAYERS

- Leading companies in mining, oil & gas industry such as Anadarko and Vale are currently driving SME development programs to meet business demand for requested services in the supply chain.
- Suppliers of services, such as Tsebo Catering.
- Banks such as Standard Bank, Banco Terra, Banco Comercial de Investimentos (BCI), providing dedicated credit lines for SMEs and promoting entrepreneurship.
- Subcontracted services providers such as TechnoServe, Energy Works, and AgDevCo.

KEY PROJECTS

- Initiatives aim specifically to connect local businesses with large companies and large scale projects.
- Focus on meeting international standards and capacity building of local SMEs.
- Focus on interlinking companies in the wider supply chain with targeted Mozambican enterprises, including the construction sector.
- Focus on connecting businesses through media and e-platforms.
- Training and networking to build and support SMEs links with large companies.

IN PERSPECTIVE

- Initiatives tend to seek experience and embrace innovation models to strengthen SME programs
- Strong investment towards building abilities to meet international standards in order to qualify as a potential supplier of large companies and particularly for the oil & gas industry
- Training SMEs and communities in surrounding areas of the anchor projects
- Networking, providing information and connecting B2B, is important for strengthening SMEs
- Alliances across different industries including the banking sector may bring strong synergies in SME development programs

Table 3: Top SME Development Programs

Nr	SME Program	Promotor	Implementing Agency	Operation status	What makes it stand out	Weighted Score
1	Beluluane Industrial Park SME support	Beluluane Industrial Park	Beluluane Industrial Park	Upcoming	Focused on attracting Mozambican manufacturing SMEs and facilitating their entry into the supply chain	3.9
2	Tsebo Enterprise Development programme	Tsebo Catering	Tsebo Catering	Current	Experience in catering for large companies and polling other small businesses to improve scale	3.9
3	Standard Bank Incubator	Eni/Standard Bank	Standard Bank	Current	Strong entrepreneurship business model with potential to create future sound SME	3.9
4	MZLNG Standards Certification Program	Anadarko	Not yet known	Current	Strong drive for Mozambican SMEs to achieve international management standards and therefore better qualifying for their procurement opportunities	3.8
5	Eastern Africa Supplier database	Anadarko	Achilles	Current	Focus on efficiency of supplier registration, as well as verified business standards (particularly HSE)	3.8
6	Enterprise Centre Cabo Delgado	Standard Bank	Standard Bank	Upcoming	Visionary initiative of a well-placed bank, that intends to bring various players in the oil & gas sector on board	3.8

Nr	SME Program	Promotor	Implementing Agency	Operation status	What makes it stand out	Weighted Score
7	Improved efficiency and competitiveness of local businesses in the Nacala Corridor for accelerated economic and social growth	African Development Bank	Not yet known	Upcoming	Strategically chosen program, both geographically, as well as in terms of focus (construction sector), as it could offer good opportunities to Mozambican SMEs	3.8
8	Grow Moçambique - MozGrow	SOICO Foundation (FundaSo)	SOICO Foundation (FundaSo)	Current	Good platform to connect agribusiness players and promote business linkages with potential to access finance; strong encouragement to processing of primary products	3.7
9	Conference SAOGA	SAOGA	Energy Works	Current	Focused business mission of the oil and gas sector from a neighboring country (South Africa), offering sound opportunities for business partnerships between SA and Mozambican companies	3.7
10	Catalyze Investment in Agribusiness in Cabo Delgado (Catalisa)	Anadarko	TechoServe	Current	Prospective development of suppliers, supporting agribusiness development with focus on poultry and horticulture value chains, to meet demand for catering for oil & gas and other larger companies in Cabo Delgado	3.7
11	INOVE, Vale's Supplier Development Programs	Vale	Vale	Current	The development of local suppliers seeking quantity, quality, transparency and continuous improvement of VALE's suppliers	3.6

Nr	SME Program	Promotor	Implementing Agency	Operation status	What makes it stand out	Weighted Score
12	Hortisempre	Swiss Agency for Development and Cooperation	GFA and SDC	Current	Support to potential suppliers to the catering industry through the development of the horticulture value chain; project is in the vicinity of the oil & gas projects in the North	3.6
13	Gabinete de Apoio Empresarial (GAE), CTA	CTA	GAE	Current	Focus on the development of Mozambican businesses and entrepreneurs, whilst making use of CTA's extensive network and outreach	3.3
14	SASOL SUPPLIER DEVELOPMENT PROGRAM	Sasol	EnergyWorks, Kainda, MozShaq, WiConsult, RHDConsultoria, Sal & Caldeira	Past (2016-2017)	Attracting and/or strengthening of SMEs in the vicinity of the Sasol operation in Inhambane Province in(to) the Sasol supply chain, as well as their development on aspects like certification, HSE, HR	3.2
15	Sol Conference	INP / Anadarko	INP / Anadarko	Current	Inform about procurement opportunities of the Area 1 project and its operations in the longer term	3.1
16	Local Content Conferences	ENH	ENH	Current	Solid and constructive engagement between all key players in the oil and gas projects, including local businesses, business associations, government, oil and gas companies and other relevant stakeholders	3.1
17	Associação de Jovens Empresarias (ANJE)	ANJE	ANJE	Current	Dynamic group of young Mozambican entrepreneurs, that focusses on start-ups, whilst bringing in expertise from established enterprises	2.8

Source: Authors analysis

4.2. OIL & GAS SECTOR – OVERVIEW OF KEY FINDINGS



MAIN PLAYERS

1. Leading enterprises in the oil & gas industry, such as ANADARKO, Eni, Empresa Nacional de Hidrocarbonetos (ENH), National Petroleum Institute (INP) and South African Oil & Gas Alliance (SAOGA)
2. They look for collaboration with other players from the private sector, as well as with government
3. Oil & gas projects are in different stages of development, with initiatives regarding SME programs being considered in different time frames



KEY PROJECTS

- Initiatives aim specifically to connect local businesses with international, large scale projects, interlinking companies in a standardized manner, using web tools, as is the case of Eastern Africa Supplier Data Base
- Focus on international standards and capacity building of local SMEs, as in the case of MZLNG Standards Certification Program.
- Targeting SMEs across the country, not only SMEs that are close to the oil & gas projects.





IN PERSPECTIVE

- Projects are bound by international practices and standards. Mozambican SMEs are encouraged to implement those to better access procurement opportunities
- Options for collaboration between the large oil & gas companies vary and should be explored on a case-by-case basis
- Initiatives in Mozambique are still at an early stage, so hardly any lessons learned available
- Mozambican government institutions in the oil & gas sector are well informed about the initiatives that the oil & gas projects are developing regarding improved SME involvement
- Engagement with Mozambican business associations is important, as they have the networks to reach out to SMEs
- Engagement of more experienced international business associations in the oil and gas sector is paramount as these bring expert knowledge

4.2.1. EASTERN AFRICA SUPPLIER DATA BASE

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • The supplier database has a universal and efficient channel for SMEs to register as a supplier and be seen by International Oil Companies (IOCs), as well as their contracted Engineering, Purchasing and Construction companies (EPC contractors) and their sub-contractors) • Creates permanent access to future work plans of international oil & gas companies • Alignment with international standards • Supplier registration efficiency 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>5</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>1</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.8</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	5	Opportunities for networking (conferences)	1	Opportunity for (co)financing	1	Total ranking	3.8								
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Opportunity for (co)financing	1																		
Total ranking	3.8																		
<p>SCOPE</p> <p>A free registration system for (local) suppliers to present themselves to procurement departments by completing a single questionnaire for the Mozambique LNG Project</p> <p>In this way, it will be possible for the Area 1 project to see data from validated (local) suppliers in one place for its entire supply chain, reducing time and costs in the prequalification process</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Mozambique LNG</td> </tr> <tr> <td>Type of Promotor</td> <td>Oil & Gas company</td> </tr> <tr> <td>(Co-) Financing</td> <td>Anadarko consortium members</td> </tr> <tr> <td>Implementing Agency</td> <td>Achilles</td> </tr> <tr> <td>Beneficiaries</td> <td>Mozambique SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current (since 2018)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Oil & gas</td> </tr> </table>	Promotor	Mozambique LNG	Type of Promotor	Oil & Gas company	(Co-) Financing	Anadarko consortium members	Implementing Agency	Achilles	Beneficiaries	Mozambique SMEs	Operational Status	Current (since 2018)	Type of Program	Linkages	Geographic location	Nationwide	Leading Industry/Sector	Oil & gas	<p> info@anadarko.com</p> <p> +25821500000</p> <p>FOCAL POINT:</p> <p>Procurement Manager Local Content Manager</p>
Promotor	Mozambique LNG																		
Type of Promotor	Oil & Gas company																		
(Co-) Financing	Anadarko consortium members																		
Implementing Agency	Achilles																		
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Operational Status	Current (since 2018)																		
Type of Program	Linkages																		
Geographic location	Nationwide																		
Leading Industry/Sector	Oil & gas																		
	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Explore Eastern Africa Oil & Gas data base: goods and services needed versus the ones offered by Mozambican companies • Observe potential interest of other main players in the data base 																		

4.2.2. MZLNG STANDARDS CERTIFICATION PROGRAM

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • An important initiative of Anadarko to ensure that more local SME effectively can become suppliers in their supply chain • Focus on key international management standards such as quality, HSE, food safety that are achievable by Mozambican companies • Very timely 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>1</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>5</td> </tr> <tr> <td>Potential to supply to large companies (n tier)</td> <td>3.8</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	1	Opportunity for (co)financing	5	Potential to supply to large companies (n tier)	3.8								
Potential to supply to large companies (n tier)	5																		
Opportunity for pooling with other partners	3																		
Opportunities for networking (conferences)	1																		
Opportunity for (co)financing	5																		
Potential to supply to large companies (n tier)	3.8																		
<p>SCOPE</p> <p>Provision of supplier development services to SMEs in Quality, Health and Safety, Environment, Food Safety</p> <p>Provide expert input on associated standards, such as IEC standards, ASTM standards, EN standards</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Mozambique LNG</td> </tr> <tr> <td>Type of Promotor</td> <td>Oil & Gas company</td> </tr> <tr> <td>(Co-) Financing</td> <td>Anadarko and consortium members</td> </tr> <tr> <td>Implementing Agency</td> <td>Still under procurement</td> </tr> <tr> <td>Beneficiaries</td> <td>Mozambique SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current (since 2018)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Oil & gas</td> </tr> </table>	Promotor	Mozambique LNG	Type of Promotor	Oil & Gas company	(Co-) Financing	Anadarko and consortium members	Implementing Agency	Still under procurement	Beneficiaries	Mozambique SMEs	Operational Status	Current (since 2018)	Type of Program	Linkages	Geographic location	Nationwide	Leading Industry/Sector	Oil & gas	<p> info@anadarko.com</p> <p> +25821500000</p> <p>FOCAL POINT:</p> <p>Procurement Manger Local Content Manger</p>
Promotor	Mozambique LNG																		
Type of Promotor	Oil & Gas company																		
(Co-) Financing	Anadarko and consortium members																		
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Operational Status	Current (since 2018)																		
Type of Program	Linkages																		
Geographic location	Nationwide																		
Leading Industry/Sector	Oil & gas																		
	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Understand key characteristics of local supplier development program • Which SMEs are being targeted? • Verify whether potential synergies that can be explored with TP JGC Coral Mozambique Lda 																		



4.2.3. SAOGA BUSINESS MISSION TO MOZAMBIQUE

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • Focused oil & gas business mission involving South Africa's (SA) expert companies, as well as all key investors in Mozambique's oil & gas projects • Opportunities for partnering between SA and Mozambican suppliers strongly promoted as local experience in oil & gas sector is nearly non-existent 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>4</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>5</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.7</td> </tr> </table>	Potential to supply to large companies (n tier)	4	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	5	Opportunity for (co)financing	1	Total ranking	3.7								
Potential to supply to large companies (n tier)	4																		
Opportunity for pooling with other partners	3																		
Opportunities for networking (conferences)	5																		
Opportunity for (co)financing	1																		
Total ranking	3.7																		
<p>SCOPE</p> <p>Create a deep, professional perspective on the opportunities that Mozambique has to offer in the oil & gas sector</p> <p>Create value for money engagements with local players, that have the potential to develop into true partnerships</p> <p>Provide after care to the visit and conference where required to upcoming partnerships, consortia or joint ventures</p>	<p> info@saoga.org.za</p> <p> +27 21 425 8840</p> <p>FOCAL POINT:</p> <p>Project Manager</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>SAOGA</td> </tr> <tr> <td>Type of Promotor</td> <td>Business association</td> </tr> <tr> <td>(Co-) Financing</td> <td>SAOGA, members of SAOGA</td> </tr> <tr> <td>Implementing Agency</td> <td>Energy Works</td> </tr> <tr> <td>Beneficiaries</td> <td>SA Oil & gas players; Mozambique SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current (since 2018)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Oil & gas</td> </tr> </table>	Promotor	SAOGA	Type of Promotor	Business association	(Co-) Financing	SAOGA, members of SAOGA	Implementing Agency	Energy Works	Beneficiaries	SA Oil & gas players; Mozambique SMEs	Operational Status	Current (since 2018)	Type of Program	Linkages	Geographic location	Nationwide	Leading Industry/Sector	Oil & gas	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Explore partnering with the SAOGA organisation • SAOGA members are potential suppliers to TP JGC Coral Mozambique Lda, whenever possible in partnership with Mozambican companies
Promotor	SAOGA																		
Type of Promotor	Business association																		
(Co-) Financing	SAOGA, members of SAOGA																		
Implementing Agency	Energy Works																		
Beneficiaries	SA Oil & gas players; Mozambique SMEs																		
Operational Status	Current (since 2018)																		
Type of Program	Linkages																		
Geographic location	Nationwide																		
Leading Industry/Sector	Oil & gas																		



4.2.4. SASOL SUPPLIER DEVELOPMENT PROGRAM (Phase 1)

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • An important initiative intended to engage more local SMEs in the Sasol in the vicinity of the Sasol plant in Inhambane in the SASOL supply chain • Capacity building on key international management standards, more specifically quality management and health and safety management • Capacity building also on general business capabilities, such as legal, accounting, HR, marketing, which is expected to prepare local SMEs effectively for doing business with Sasol 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>1</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>2</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.2</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	1	Opportunities for networking (conferences)	2	Opportunity for (co)financing	1	Total ranking	3.2								
Potential to supply to large companies (n tier)	5																		
Opportunity for pooling with other partners	1																		
Opportunities for networking (conferences)	2																		
Opportunity for (co)financing	1																		
Total ranking	3.2																		
<p>SCOPE</p> <p>Improve the capacity of local businesses in the vicinity of the plant in Vilankulos in the following areas: HR, accounting, health and safety management, quality management, marketing and legal</p> <p>Through a due procurement processes local contractors were selected to deliver the support and training services</p>	<p> info@sasol.com</p> <p> +258 21 357 439</p> <p>FOCAL POINT:</p> <p>Local Content Manager</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Sasol</td> </tr> <tr> <td>Type of Promotor</td> <td>Oil & Gas company</td> </tr> <tr> <td>(Co-) Financing</td> <td>Sasol</td> </tr> <tr> <td>Implementing Agency</td> <td>Energy Works, Kainda, MozShaq, WiConsult, RHDConsultoria, Sal & Caldeira</td> </tr> <tr> <td>Beneficiaries</td> <td>SMEs in Vilankulos area</td> </tr> <tr> <td>Operational Status</td> <td>Past (2016-2017)</td> </tr> <tr> <td>Type of Program</td> <td>Business Development</td> </tr> <tr> <td>Geographic location</td> <td>Vilankulos</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Oil & gas</td> </tr> </table>	Promotor	Sasol	Type of Promotor	Oil & Gas company	(Co-) Financing	Sasol	Implementing Agency	Energy Works, Kainda, MozShaq, WiConsult, RHDConsultoria, Sal & Caldeira	Beneficiaries	SMEs in Vilankulos area	Operational Status	Past (2016-2017)	Type of Program	Business Development	Geographic location	Vilankulos	Leading Industry/Sector	Oil & gas	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Understand the main learnings of phase 1 and what would be the difference for the upcoming phase 2 program • Get insight in local capabilities to supply goods and services to the oil and gas industry
Promotor	Sasol																		
Type of Promotor	Oil & Gas company																		
(Co-) Financing	Sasol																		
Implementing Agency	Energy Works, Kainda, MozShaq, WiConsult, RHDConsultoria, Sal & Caldeira																		
Beneficiaries	SMEs in Vilankulos area																		
Operational Status	Past (2016-2017)																		
Type of Program	Business Development																		
Geographic location	Vilankulos																		
Leading Industry/Sector	Oil & gas																		

4.2.5. SOL CONFERENCE

<p>What sets the program apart?</p> <ul style="list-style-type: none"> An important and timely initiative of INP and Anadarko to engage with Mozambican enterprises regarding the procurement opportunities of the Area 1 project and Area 1 operations in the longer term The conferences take place in Palma, Pemba, Nampula, Beira, Tete and Maputo, and are therefore engaging the highest number of potential suppliers across the country 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>2</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>5</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>5</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.1</td> </tr> </table>	Potential to supply to large companies (n tier)	2	Opportunity for pooling with other partners	5	Opportunities for networking (conferences)	5	Opportunity for (co)financing	1	Total ranking	3.1								
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Opportunities for networking (conferences)	5																		
Opportunity for (co)financing	1																		
Total ranking	3.1																		
<p>SCOPE</p> <p>Workshops to publicize the opportunities of the first onshore Liquefied Natural Gas project in Mozambique to be implemented by Anadarko and its partners in Area 1 of the Rovuma Basin</p> <p>These workshops provide detailed information on the requirements needed to access employment opportunities and contracting goods and services in the construction and operation phases of the project</p>	<p> info@anadarko.com</p> <p> +25821500000</p> <p>FOCAL POINT:</p> <p>Procurement Manager Local Content Manager</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>INP / Anadarko</td> </tr> <tr> <td>Type of Promotor</td> <td>Oil & Gas company</td> </tr> <tr> <td>(Co-) Financing</td> <td>Anadarko and consortium members, INP</td> </tr> <tr> <td>Implementing Agency</td> <td>INP / Anadarko</td> </tr> <tr> <td>Beneficiaries</td> <td>Mozambique SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current (since 2018)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Oil & gas</td> </tr> </table>	Promotor	INP / Anadarko	Type of Promotor	Oil & Gas company	(Co-) Financing	Anadarko and consortium members, INP	Implementing Agency	INP / Anadarko	Beneficiaries	Mozambique SMEs	Operational Status	Current (since 2018)	Type of Program	Linkages	Geographic location	Nationwide	Leading Industry/Sector	Oil & gas	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> Understand the main learnings of phase 1 and what would be the difference for the upcoming phase 2 program Get insight in local capabilities to supply goods and services to the oil and gas industry
Promotor	INP / Anadarko																		
Type of Promotor	Oil & Gas company																		
(Co-) Financing	Anadarko and consortium members, INP																		
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Beneficiaries	Mozambique SMEs																		
Operational Status	Current (since 2018)																		
Type of Program	Linkages																		
Geographic location	Nationwide																		
Leading Industry/Sector	Oil & gas																		

4.2.6. LOCAL CONTENT CONFERENCES

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • A solid, deep and constructive engagement between all key players in the oil and gas projects, including local businesses, business associations, government, oil and gas companies and other relevant stakeholders • The conferences link-up the various parties and achieve a substantial and productive dialogue about Local Content and how to make it work 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>2</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>5</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>5</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.1</td> </tr> </table>	Potential to supply to large companies (n tier)	2	Opportunity for pooling with other partners	5	Opportunities for networking (conferences)	5	Opportunity for (co)financing	1	Total ranking	3.1								
Potential to supply to large companies (n tier)	2																		
Opportunity for pooling with other partners	5																		
Opportunities for networking (conferences)	5																		
Opportunity for (co)financing	1																		
Total ranking	3.1																		
<p>SCOPE</p> <p>To find solutions to the challenges arising from natural gas exploration in Mzoambique, including the involvement of Mozambican enterprises, the design of legal instruments that can meet the expectations of all interested parties, the efficient use of domestic gas for industrialization of the country, and the development of financial solutions that consolidate the participation of the national business community.</p>	<p> info@enh.com</p> <p> +25821429456</p> <p>FOCAL POINT:</p> <p>Local Content Manager</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>ENH</td> </tr> <tr> <td>Type of Promotor</td> <td>Oil & Gas company</td> </tr> <tr> <td>(Co-) Financing</td> <td>ENH, with support of other partners</td> </tr> <tr> <td>Implementing Agency</td> <td>ENH</td> </tr> <tr> <td>Beneficiaries</td> <td>Mozambique SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current (since 2017)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Maputo, Pemba</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Oil & gas</td> </tr> </table>	Promotor	ENH	Type of Promotor	Oil & Gas company	(Co-) Financing	ENH, with support of other partners	Implementing Agency	ENH	Beneficiaries	Mozambique SMEs	Operational Status	Current (since 2017)	Type of Program	Linkages	Geographic location	Maputo, Pemba	Leading Industry/Sector	Oil & gas	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Take actively part in the events, where possible indicating areas of interest for the content of the conferences • Share experiences on local content of TP JGC Coral Mozambique Lda business in Mozambique
Promotor	ENH																		
Type of Promotor	Oil & Gas company																		
(Co-) Financing	ENH, with support of other partners																		
Implementing Agency	ENH																		
Beneficiaries	Mozambique SMEs																		
Operational Status	Current (since 2017)																		
Type of Program	Linkages																		
Geographic location	Maputo, Pemba																		
Leading Industry/Sector	Oil & gas																		

4.3. MINING SECTOR – OVERVIEW OF KEY FINDINGS



MAIN PLAYERS

1. Leading mining companies, such as VALE, Rio Tinto, Kenmare, Syrah Resources and Montepuez Ruby Mining are the promoters of SME programs in this sector. The programs focus on capacity building and sustainability
2. Implementation is being undertaken either by the mining companies or subcontracted implementing agencies, e.g. AgDevCo, training institutions etc.



KEY PROJECTS



- The programs aim at supporting development of local business as potential suppliers to mining companies in services such as catering, construction, food production
- Professional training in masonry, carpentry, plumbing, electrical installation, business administration, agriculture, and painting are also part of SME development programs
- Training to surrounding communities in basic business skills to enlarge the potential supplier base in the vicinity of the mining companies



IN PERSPECTIVE

- Although the mining industry is substantially different from the oil & gas sector, relevant experiences have been built over time and lessons learned, which can inspire the oil & gas projects
- The mining industry has experience with supplier development in remote areas, which is also the case in the oil & gas projects in Mozambique
- The mining sector also uses more generic supply of goods and services; these could very well be of interest to the demand in the oil & gas projects

4.3.1. INOVE – VALE’S SUPPLIER DEVELOPMENT PROGRAM

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • The development of local suppliers seeking quantity, quality, transparency and continuous improvement of VALE’s suppliers • The program is an in-house program, led by VALE and includes performance evaluation of potential suppliers • SMEs get the opportunity to pool and better respond to VALE’s demand for goods and services if they don’t have sufficient capabilities themselves 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>2</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>3</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.6</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	2	Opportunities for networking (conferences)	3	Opportunity for (co)financing	1	Total ranking	3.6								
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Opportunity for pooling with other partners	2																		
Opportunities for networking (conferences)	3																		
Opportunity for (co)financing	1																		
Total ranking	3.6																		
<p>SCOPE</p> <p>INOVE is a Supplier Development Program that aims to contribute to the sustainable development of VALE suppliers and to build a positive legacy in the regions where the company operates</p> <p>The program seeks to increase the competitiveness of local businesses and to strengthen their production value chain, through financing, training and business incentives</p>	<p> comunicacao.vale@vale.com</p> <p> +25821243200</p> <p>FOCAL POINT:</p> <p>Local Content Manager</p>																		
<p>KEY FACTS</p> <table> <tr> <td>Promotor</td> <td>VALE</td> </tr> <tr> <td>Type of Promotor</td> <td>Large company</td> </tr> <tr> <td>(Co-) Financing</td> <td>VALE</td> </tr> <tr> <td>Implementing Agency</td> <td>VALE</td> </tr> <tr> <td>Beneficiaries</td> <td>SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current (since 2014)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Central region</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Mining</td> </tr> </table>	Promotor	VALE	Type of Promotor	Large company	(Co-) Financing	VALE	Implementing Agency	VALE	Beneficiaries	SMEs	Operational Status	Current (since 2014)	Type of Program	Linkages	Geographic location	Central region	Leading Industry/Sector	Mining	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Learn lessons from the development and implementation of an in-house program • Get a better understanding of well performing SMEs and how these could be involved in the TP JGC Coral Mozambique Lda project
Promotor	VALE																		
Type of Promotor	Large company																		
(Co-) Financing	VALE																		
Implementing Agency	VALE																		
Beneficiaries	SMEs																		
Operational Status	Current (since 2014)																		
Type of Program	Linkages																		
Geographic location	Central region																		
Leading Industry/Sector	Mining																		

4.4. AGRICULTURE SECTOR – OVERVIEW OF KEY FINDINGS

MAIN PLAYERS

- Foundations like Fundaso of SOICO, banks (BNI, BCI a.o.) and business associations are increasingly creating coalitions to support agribusiness companies, providing information, B2B connectivity and access to finance
- Development partners associated with the agriculture value chain development are making significant investments in the agri-sector
- Catering companies serving companies like Anadarko are interested to procure local solutions for the increasing demand for food

KEY PROJECTS



Various projects exist throughout the country, each with a specific focus. Examples are:

- Grow Moçambique / MozGrow conferences
- Tsebo Catering - Enterprise Development program
- Horti-Sempre: focus on horticultural smallholders in North Mozambique
- Innovation for Agribusiness (INOVAGRO)
- AgDevCo – long-term agri investments
- SME credit lines for agri-businesses
- Building markets for agriculture and WASH
- Skills center Billibiza, focus on agribusiness
- Feed the Future Agricultural Innovations (INOVA)
- Future Agro Challenge, agro-innovation hubs



IN PERSPECTIVE

- Support of SME development programs in the agriculture sector will tend to grow, which is an opportunity for the catering industry
- Growing demand for high value agri-commodities, such as horticulture and poultry
- Urgent need to transform smallholders into viable and reliable agri-business entities
- Agriculture offers realistic opportunities to Mozambican businesses, provided it considers international (food safety) standards
- This is a relatively new area in Mozambique, but with very good perspectives for growth and serving large oil & gas projects, as well as the growing retail market (large retailers)


4.4.1. MOZGROW

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • A platform to connect agribusiness players and promote business linkages with large off-takers • Has sufficient critical mass to mobilize access to financing • Dissemination of opportunities for investment in the agribusiness sector in Mozambique and to encourage the processing of primary products 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>3</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>5</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>5</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>2</td> </tr> <tr> <td>Total ranking</td> <td>3.7</td> </tr> </table>	Potential to supply to large companies (n tier)	3	Opportunity for pooling with other partners	5	Opportunities for networking (conferences)	5	Opportunity for (co)financing	2	Total ranking	3.7								
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Opportunity for (co)financing	2																		
Total ranking	3.7																		
<p>SCOPE</p> <p>MOZGROW is an agribusiness platform (agriculture, livestock, aquaculture and forestry) that brings together all the stakeholders from the production, industrial and commercial chain (from the land to the table) in order to promote sustainable investment and socio-economic development in Mozambique</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Fundação Soico (FUNDASO)</td> </tr> <tr> <td>Type of Promotor</td> <td>Other (Foundation / Media)</td> </tr> <tr> <td>(Co-) Financing</td> <td>Confederação das Associações Económicas de Moçambique (CTA), BCI, BNI and Austria Cooperation</td> </tr> <tr> <td>Implementing Agency</td> <td>FUNDASO/SOICO</td> </tr> <tr> <td>Beneficiaries</td> <td>SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Agriculture</td> </tr> </table>	Promotor	Fundação Soico (FUNDASO)	Type of Promotor	Other (Foundation / Media)	(Co-) Financing	Confederação das Associações Económicas de Moçambique (CTA), BCI, BNI and Austria Cooperation	Implementing Agency	FUNDASO/SOICO	Beneficiaries	SMEs	Operational Status	Current	Type of Program	Linkages	Geographic location	Nationwide	Leading Industry/Sector	Agriculture	<p> info@soico.co.mz</p> <p> +25821315117/8</p> <p>FOCAL POINT:</p> <p>Manager Fundaso</p>
Promotor	Fundação Soico (FUNDASO)																		
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Geographic location	Nationwide																		
Leading Industry/Sector	Agriculture																		
	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Explore potential for local production of food items when procuring catering services • Explore participation in public events to demonstrate awareness that particularly catering has much to offer for the local content agenda 																		



4.4.2. HORTISEMPRE

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • Support to smallholders that potentially could transform into suppliers to the catering industry through the development of the horticulture value chain • Located in the vicinity of the oil & gas projects in the North • Sound expertise built over medium to long term 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>4</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>3</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>4</td> </tr> <tr> <td>Total ranking</td> <td>3.6</td> </tr> </table>	Potential to supply to large companies (n tier)	4	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	3	Opportunity for (co)financing	4	Total ranking	3.6								
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Opportunities for networking (conferences)	3																		
Opportunity for (co)financing	4																		
Total ranking	3.6																		
<p>SCOPE</p> <p>A market systems development project designed to make the horticulture sector in Northern Mozambique more competitive against local or foreign (mainly South African) imports through increased productivity, quality and deseasonalisation of smallholder vegetable production</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Swiss Agency for Development and Cooperation (Swiss ADC)</td> </tr> <tr> <td>Type of Promotor</td> <td>Development Partner</td> </tr> <tr> <td>(Co-) Financing</td> <td>Swiss ADC</td> </tr> <tr> <td>Implementing Agency</td> <td>GFA and SDC</td> </tr> <tr> <td>Beneficiaries</td> <td>Medium and smallholder farmers</td> </tr> <tr> <td>Operational Status</td> <td>Current</td> </tr> <tr> <td>Type of Program</td> <td>Business development services and training</td> </tr> <tr> <td>Geographic location</td> <td>Nampula and Cabo Delgado</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Agriculture</td> </tr> </table>	Promotor	Swiss Agency for Development and Cooperation (Swiss ADC)	Type of Promotor	Development Partner	(Co-) Financing	Swiss ADC	Implementing Agency	GFA and SDC	Beneficiaries	Medium and smallholder farmers	Operational Status	Current	Type of Program	Business development services and training	Geographic location	Nampula and Cabo Delgado	Leading Industry/Sector	Agriculture	<p> susanne.helbig@swisscontact.org</p> <p> +25821083249</p> <p>FOCAL POINT:</p> <p>Country Manager</p>
Promotor	Swiss Agency for Development and Cooperation (Swiss ADC)																		
Type of Promotor	Development Partner																		
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Geographic location	Nampula and Cabo Delgado																		
Leading Industry/Sector	Agriculture																		
	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • To follow up development and potential to supply catering industry and large markets. 																		

4.4.3. CATALYZE INVESTMENT IN AGRIBUSINESS (CATALISA)

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • Prospective development of suppliers, supporting agribusiness development with focus on poultry and horticulture value chains – potential suppliers of catering • Potential to pool producers to meet demand for food/meals of oil & gas and other larger companies in Cabo Delgado 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>1</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>4</td> </tr> <tr> <td>Total ranking</td> <td>3.7</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	1	Opportunity for (co)financing	4	Total ranking	3.7								
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Total ranking	3.7																		
<p>SCOPE</p> <p>Inclusive, private sector-led economic development in the communities surrounding the natural gas site and throughout the greater Cabo Delgado Province through two components: an agribusiness development component and a youth skills-building component</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Anadarko</td> </tr> <tr> <td>Type of Promotor</td> <td>Large company</td> </tr> <tr> <td>(Co-) Financing</td> <td>Anadarko</td> </tr> <tr> <td>Implementing Agency</td> <td>TechnoServe</td> </tr> <tr> <td>Beneficiaries</td> <td>Micro, SMs and smallholder farmers</td> </tr> <tr> <td>Operational Status</td> <td>Current</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Cabo Delgado</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Agriculture</td> </tr> </table>	Promotor	Anadarko	Type of Promotor	Large company	(Co-) Financing	Anadarko	Implementing Agency	TechnoServe	Beneficiaries	Micro, SMs and smallholder farmers	Operational Status	Current	Type of Program	Linkages	Geographic location	Cabo Delgado	Leading Industry/Sector	Agriculture	<p> technoserve-mozambique@tns.org</p> <p> +258 21 498437</p> <p>FOCAL POINT:</p> <p>Catalisa Project Director</p> <p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Explore how large companies can build required potential suppliers while contributing to development of local self-sustaining business • Explore opportunities for procurement in catering of TP JGC Coral Mozambique Lda
Promotor	Anadarko																		
Type of Promotor	Large company																		
(Co-) Financing	Anadarko																		
Implementing Agency	TechnoServe																		
Beneficiaries	Micro, SMs and smallholder farmers																		
Operational Status	Current																		
Type of Program	Linkages																		
Geographic location	Cabo Delgado																		
Leading Industry/Sector	Agriculture																		

4.4.4. TSEBO ENTERPRISE DEVELOPMENT PROGRAM

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • A dedicated program for farmers associations to grow products, that can be used as an input by a catering company, that already has a contract with large international players • Introduction of food quality standards, that are required by international contractors 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>1</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>4</td> </tr> <tr> <td>Total ranking</td> <td>3.7</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	1	Opportunity for (co)financing	4	Total ranking	3.7								
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Opportunity for pooling with other partners	3																		
Opportunities for networking (conferences)	1																		
Opportunity for (co)financing	4																		
Total ranking	3.7																		
<p>SCOPE</p> <p>Creation of new SMEs through Tsebo Enterprise Development program, allocating approximately 40% of Tsebo procurement spend to local suppliers.</p> <p>Improve production techniques and skills, to assure the intended quality of the produce, as well as in the intended volumes (quantity)</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Tsebo</td> </tr> <tr> <td>Type of Promotor</td> <td>Large company</td> </tr> <tr> <td>(Co-) Financing</td> <td>Tsebo</td> </tr> <tr> <td>Implementing Agency</td> <td>Tsebo</td> </tr> <tr> <td>Beneficiaries</td> <td>Micro, SMs and smallholder farmers</td> </tr> <tr> <td>Operational Status</td> <td>Current</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Nampula</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Agriculture</td> </tr> </table>	Promotor	Tsebo	Type of Promotor	Large company	(Co-) Financing	Tsebo	Implementing Agency	Tsebo	Beneficiaries	Micro, SMs and smallholder farmers	Operational Status	Current	Type of Program	Linkages	Geographic location	Nampula	Leading Industry/Sector	Agriculture	<p> Mozambique@tsebo.com</p> <p> +258 82 149 5870</p> <p>FOCAL POINT:</p> <p>Procurement Manager</p> <p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Verify current production levels, as well as quantities of the local producers • Verify the options for and benefits of dedicated collaboration with Tsebo by TP JGC Coral Mozambique Lda for catering purposes
Promotor	Tsebo																		
Type of Promotor	Large company																		
(Co-) Financing	Tsebo																		
Implementing Agency	Tsebo																		
Beneficiaries	Micro, SMs and smallholder farmers																		
Operational Status	Current																		
Type of Program	Linkages																		
Geographic location	Nampula																		
Leading Industry/Sector	Agriculture																		

4.5. FINANCIAL SECTOR – OVERVIEW OF KEY FINDINGS

MAIN PLAYERS

1. Standard Bank, one of the leading commercial banks in the Mozambican economy, seeing the business opportunities that derive from doing business with large scale projects through the involvement of SMEs
2. African Development Bank is focusing on high growth opportunities in a specific economic activity, namely the construction sector
3. Players are well connected with the local economy, with a long-term history of doing business in Mozambique



KEY PROJECTS

- The Incubator initiative of Standard Bank is long-term and focusses on a wide variety of sectors, that ultimately may also serve the oil & gas sector in Mozambique
- The initiative of the African Development Bank (ADB) is a project with a limited duration (two years) and specific focus, namely on SMEs in the construction sector
- Targeting SMEs in Maputo and in the North, as well as along the Nacala Corridor



IN PERSPECTIVE

- Initial phase focusing on Maputo (city and province), but in the near future also in Cabo Delgado, where the first large oil & gas investments are going to take place
- Construction sector in the Nacala Corridor is also a strategic location, as it is close to numerous infrastructure and mining projects, and possibly also to other oil & gas projects in the medium term
- Construction sector is a good choice, as many Mozambican companies are already existing in this sector, however, not operating at the level, that international investors require
- Construction sector employs, like agriculture, large numbers of people and therefore supportive to the local content agenda



4.5.1. STANDARD BANK INCUBATOR, MAPUTO

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • First bank with national and international credibility engaging constructively on local content • First bank that is explicitly focusing on the wide range of entrepreneurs, from start-ups to established SMEs • Creative mindset, out of the box thinking 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>2</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>5</td> </tr> <tr> <td>Total ranking</td> <td>3.9</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	2	Opportunity for (co)financing	5	Total ranking	3.9								
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Opportunity for pooling with other partners	3																		
Opportunities for networking (conferences)	2																		
Opportunity for (co)financing	5																		
Total ranking	3.9																		
<p>SCOPE</p> <p>The Standard Bank Incubator is a space designed to help young entrepreneurs, startups and small and medium-sized enterprises (SMEs) to establish themselves and become successful companies. The space is designed to foster inclusive growth, by laying the foundations for a robust business ecosystem, values innovation, local content and job creation.</p> <p>The activities of the incubator are based on five pillars, namely Ideation, Incubation, Acceleration, Market access and Growth.</p>	<p> linhadocliente@standardbank.co.mz</p> <p> +258 21501390</p> <p>FOCAL POINT:</p> <p>Manager Incubator</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Standard Bank</td> </tr> <tr> <td>Type of Promotor</td> <td>Financial services</td> </tr> <tr> <td>(Co-) Financing</td> <td>Standard Bank, partners such as Shell, Eni</td> </tr> <tr> <td>Implementing Agency</td> <td>Standard Bank</td> </tr> <tr> <td>Beneficiaries</td> <td>Start-ups, SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Current, since 2017</td> </tr> <tr> <td>Type of Program</td> <td>Linkages, finance, business development, start-ups, training</td> </tr> <tr> <td>Geographic location</td> <td>Maputo</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Financial sector</td> </tr> </table>	Promotor	Standard Bank	Type of Promotor	Financial services	(Co-) Financing	Standard Bank, partners such as Shell, Eni	Implementing Agency	Standard Bank	Beneficiaries	Start-ups, SMEs	Operational Status	Current, since 2017	Type of Program	Linkages, finance, business development, start-ups, training	Geographic location	Maputo	Leading Industry/Sector	Financial sector	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Understand the potential relevance of the incubator concept for TP JGC Coral Mozambique Lda • Pilot partnering on a selected occasion • Engage with other oil and gas players that are involved in the Incubator and check potential synergies
Promotor	Standard Bank																		
Type of Promotor	Financial services																		
(Co-) Financing	Standard Bank, partners such as Shell, Eni																		
Implementing Agency	Standard Bank																		
Beneficiaries	Start-ups, SMEs																		
Operational Status	Current, since 2017																		
Type of Program	Linkages, finance, business development, start-ups, training																		
Geographic location	Maputo																		
Leading Industry/Sector	Financial sector																		

4.5.2. STANDARD BANK ENTERPRISE CENTRE, CABO DELGADO

<p>What sets the program apart?</p> <ul style="list-style-type: none"> The physical structure of the enterprise center will be based in Cabo Delgado, close to local entrepreneurs, as well as to large players in the oil & gas industry The enterprise center intends to include supplier development in its service offering The center is intending to build on the experiences of the Maputo Incubator 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>2</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>3</td> </tr> <tr> <td>Total ranking</td> <td>3.8</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	2	Opportunity for (co)financing	3	Total ranking	3.8								
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Total ranking	3.8																		
<p>SCOPE</p> <p>Enhance linkages between enterprises of the oil & gas industry, local businesses, entrepreneurs, financial institutions and other organisations that can provide relevant support</p> <p>The center is not implemented yet, but on the drawing table for the near future</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>Standard Bank</td> </tr> <tr> <td>Type of Promotor</td> <td>Financial services</td> </tr> <tr> <td>(Co-) Financing</td> <td>Standard Bank; possibly others (industry etc.)</td> </tr> <tr> <td>Implementing Agency</td> <td>Standard Bank</td> </tr> <tr> <td>Beneficiaries</td> <td>Local businesses, oil & gas companies</td> </tr> <tr> <td>Operational Status</td> <td>Upcoming</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Cabo Delgado</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Financial sector</td> </tr> </table>	Promotor	Standard Bank	Type of Promotor	Financial services	(Co-) Financing	Standard Bank; possibly others (industry etc.)	Implementing Agency	Standard Bank	Beneficiaries	Local businesses, oil & gas companies	Operational Status	Upcoming	Type of Program	Linkages	Geographic location	Cabo Delgado	Leading Industry/Sector	Financial sector	<p> linhadocliente@standardbank.co.mz</p> <p> +258 21501390</p> <p>FOCAL POINT:</p> <p>Manager Incubator</p>
Promotor	Standard Bank																		
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Geographic location	Cabo Delgado																		
Leading Industry/Sector	Financial sector																		
	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> Understand the concept of the Enterprise Centre and associated opportunities for partnering at an early stage Find out which other oil & gas players are already associated or may become in the (near) future 																		

4.5.3. IMPROVED EFFICIENCY & COMPETITIVENESS LOCAL BUSINESSES, NACALA CORRIDOR

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • Explicit focus on interlinking large projects with SMEs in the construction sector • Construction a well targeted sector, given upcoming large-scale projects and the growing need for construction • The Nacala Corridor is a strategic location, in the vicinity of upcoming investment projects in infrastructure, in mining, as well in the oil & gas sector 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>5</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>3</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>2</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>3</td> </tr> <tr> <td>Total ranking</td> <td>3.8</td> </tr> </table>	Potential to supply to large companies (n tier)	5	Opportunity for pooling with other partners	3	Opportunities for networking (conferences)	2	Opportunity for (co)financing	3	Total ranking	3.8								
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Opportunities for networking (conferences)	2																		
Opportunity for (co)financing	3																		
Total ranking	3.8																		
<p>SCOPE</p> <p>Developing Business linkages between SMEs and large companies in the construction sector</p> <p>Develop mechanisms that will help to nourish sales, income and growth on one hand and good relations, better communication and relevant capacities on the other hand so as to sustain the linkages between the large projects and Mozambican SMEs</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>ADB</td> </tr> <tr> <td>Type of Promotor</td> <td>Financial services</td> </tr> <tr> <td>(Co-) Financing</td> <td>ADB</td> </tr> <tr> <td>Implementing Agency</td> <td>CPI & Contractor (tender not yet completed)</td> </tr> <tr> <td>Beneficiaries</td> <td>Local businesses in construction sector</td> </tr> <tr> <td>Operational Status</td> <td>Upcoming (2019-2022)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages, business development, training</td> </tr> <tr> <td>Geographic location</td> <td>Nacala Corridor</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Financial sector</td> </tr> </table>	Promotor	ADB	Type of Promotor	Financial services	(Co-) Financing	ADB	Implementing Agency	CPI & Contractor (tender not yet completed)	Beneficiaries	Local businesses in construction sector	Operational Status	Upcoming (2019-2022)	Type of Program	Linkages, business development, training	Geographic location	Nacala Corridor	Leading Industry/Sector	Financial sector	<p> Info@cpi.co.mz</p> <p> +25821313310</p> <p>FOCAL POINT:</p> <p>Director APIEX (formerly CI)</p>
Promotor	ADB																		
Type of Promotor	Financial services																		
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Geographic location	Nacala Corridor																		
Leading Industry/Sector	Financial sector																		
	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Analyze TP JGC Coral Mozambique Lda procurement opportunities in the construction sector • Investigate opportunities for collaboration and potential synergies with the project 																		

4.6. BUSINESS ASSOCIATIONS / HUBS – OVERVIEW OF KEY FINDINGS

MAIN PLAYERS

- Diverse players are active, such as national business association CTA, an association of young entrepreneurs ANJE, and the Beluluane Industrial Park
- Each player has a different relevance and driving force for SMEs
- The Gabinete de Apoio Empresarial (GAE) is the recent initiative to support Mozambican companies
- ANJE has undertaken important initiatives to encourage young entrepreneurship
- The Beluluane Industrial Park (BIP) is pioneering Mozambican SMEs entering manufacturing



KEY PROJECTS

- Although the initiatives of CTA and BIP are still in their initial stages, they are very relevant for SME development for different reasons
- GAE is operationalizing its mandate to support local businesses
- The Beluluane Industrial Park project is making an effort to encourage Mozambican SMEs to establish in the park, particularly in manufacturing
- The projects are envisaging a long term perspective



IN PERSPECTIVE

- The initiatives have direct links to entrepreneurs operating in Mozambique
- The players are all well established, with solid networks
- If connected to the relevant stakeholders (including banks), the initiatives can establish effective businesslinks
- The Beluluane Industrial Park's drive to stimulate Mozambican SMEs to enter manufacturing, which is still poorly developed in Mozambique, is a first in the country and of high interest to the local economy, including the oil & gas industry
- Future SME manufacturing businesses can also be positioned for international partnering with alike producers, fast-tracking even more the expertise of local enterprises



4.6.1. GABINETE DE APOIO EMPRESARIAL (GAE), CTA

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • Explicit focus on the development of Mozambican businesses and entrepreneurs • CTA is a well-established organization, with a large membership base and represented across the country • CTA is well connected with both national, as well as international businesses, organizations and development partners 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>2</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>5</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>5</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>3</td> </tr> <tr> <td>Total ranking</td> <td>3.3</td> </tr> </table>	Potential to supply to large companies (n tier)	2	Opportunity for pooling with other partners	5	Opportunities for networking (conferences)	5	Opportunity for (co)financing	3	Total ranking	3.3								
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Opportunities for networking (conferences)	5																		
Opportunity for (co)financing	3																		
Total ranking	3.3																		
<p>SCOPE</p> <p>A channel created by CTA to support entrepreneurs in the development of their business</p> <p>Focus on:</p> <ul style="list-style-type: none"> • Compliance Management • Business Promotion and Development • Business Facilitation • Access to Financing • Business Development and Training 	<p> gae@cta.org.mz</p> <p> +25821321002</p> <p>FOCAL POINT:</p> <p>Director GAE</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>CTA – GAE</td> </tr> <tr> <td>Type of Promotor</td> <td>Business Association</td> </tr> <tr> <td>(Co-) Financing</td> <td>CTA, partners</td> </tr> <tr> <td>Implementing Agency</td> <td>GAE</td> </tr> <tr> <td>Beneficiaries</td> <td>Local businesses</td> </tr> <tr> <td>Operational Status</td> <td>Current (2017-date)</td> </tr> <tr> <td>Type of Program</td> <td>Business development services</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Business Association / Hub</td> </tr> </table>	Promotor	CTA – GAE	Type of Promotor	Business Association	(Co-) Financing	CTA, partners	Implementing Agency	GAE	Beneficiaries	Local businesses	Operational Status	Current (2017-date)	Type of Program	Business development services	Geographic location	Nationwide	Leading Industry/Sector	Business Association / Hub	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Verify whether TP JGC Coral Mozambique Lda is already a member of CTA • Verify GAE activity in Cabo Delgado and Nampula provinces, as well as potential alignment and synergies
Promotor	CTA – GAE																		
Type of Promotor	Business Association																		
(Co-) Financing	CTA, partners																		
Implementing Agency	GAE																		
Beneficiaries	Local businesses																		
Operational Status	Current (2017-date)																		
Type of Program	Business development services																		
Geographic location	Nationwide																		
Leading Industry/Sector	Business Association / Hub																		

4.6.2. BELULUANE INDUSTRIAL PARK (BIP)

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • BIP is an ambitious, first class industrial park, that is ready to serve both the local, as well as international markets • Recently focused on attracting Mozambican SMEs and facilitating their entry into the park • Dynamic management team in place • Strategic location in the South of Mozambique (Matola), close to roads, ports • Large scale off-takers nearby, whilst also potential to reach out to other provinces in Mozambique, as well as internationally 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>4</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>4</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>3</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>1</td> </tr> <tr> <td>Total ranking</td> <td>3.5</td> </tr> </table>	Potential to supply to large companies (n tier)	4	Opportunity for pooling with other partners	4	Opportunities for networking (conferences)	3	Opportunity for (co)financing	1	Total ranking	3.5								
Potential to supply to large companies (n tier)	4																		
Opportunity for pooling with other partners	4																		
Opportunities for networking (conferences)	3																		
Opportunity for (co)financing	1																		
Total ranking	3.5																		
<p>SCOPE</p> <p>Promoting of small and medium enterprises (SME), especially those which focus on the manufacturing of export products.</p> <p>The Beluluane Industrial Park also can provide serviced infrastructure: roads, water, energy and other facilities.</p>	<p> info@beluluane.co.m</p> <p> +258823014248</p> <p>FOCAL POINT:</p> <p>Director BIP, Business Development Manager, BIP</p>																		
<p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>BIP</td> </tr> <tr> <td>Type of Promotor</td> <td>Large company (Industrial Park)</td> </tr> <tr> <td>(Co-) Financing</td> <td>BIP, open to other partners</td> </tr> <tr> <td>Implementing Agency</td> <td>BIP</td> </tr> <tr> <td>Beneficiaries</td> <td>Local SMEs</td> </tr> <tr> <td>Operational Status</td> <td>Upcoming)</td> </tr> <tr> <td>Type of Program</td> <td>Linkages</td> </tr> <tr> <td>Geographic location</td> <td>Matola</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Business Association / Hub</td> </tr> </table>	Promotor	BIP	Type of Promotor	Large company (Industrial Park)	(Co-) Financing	BIP, open to other partners	Implementing Agency	BIP	Beneficiaries	Local SMEs	Operational Status	Upcoming)	Type of Program	Linkages	Geographic location	Matola	Leading Industry/Sector	Business Association / Hub	<p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • Verify whether BIP already hosts businesses that could supply TP JGC Coral Mozambique Lda • Verify whether BIP can assist to attract Mozambican SMEs that could supply relevant goods to TP JGC Coral Mozambique Lda
Promotor	BIP																		
Type of Promotor	Large company (Industrial Park)																		
(Co-) Financing	BIP, open to other partners																		
Implementing Agency	BIP																		
Beneficiaries	Local SMEs																		
Operational Status	Upcoming)																		
Type of Program	Linkages																		
Geographic location	Matola																		
Leading Industry/Sector	Business Association / Hub																		

4.6.3. NATIONAL ASSOCIATION OF YOUNG ENTREPRENEURS (ANJE)

<p>What sets the program apart?</p> <ul style="list-style-type: none"> • Dynamic group of young entrepreneurs • Focus on start-ups, whilst bringing in expertise from established enterprises • Ability to effectively liaise with other national and international partners • Successful annual conference 	<p>RANKING</p> <table border="1"> <tr> <td>Potential to supply to large companies (n tier)</td> <td>1</td> </tr> <tr> <td>Opportunity for pooling with other partners</td> <td>5</td> </tr> <tr> <td>Opportunities for networking (conferences)</td> <td>5</td> </tr> <tr> <td>Opportunity for (co)financing</td> <td>3</td> </tr> <tr> <td>Total ranking</td> <td>2.8</td> </tr> </table>	Potential to supply to large companies (n tier)	1	Opportunity for pooling with other partners	5	Opportunities for networking (conferences)	5	Opportunity for (co)financing	3	Total ranking	2.8								
Potential to supply to large companies (n tier)	1																		
Opportunity for pooling with other partners	5																		
Opportunities for networking (conferences)	5																		
Opportunity for (co)financing	3																		
Total ranking	2.8																		
<p>SCOPE</p> <p>A non-profit organization made up of about 600 young entrepreneurs and starters, between 18 and 35 years, intending to promote youth entrepreneurship through entrepreneurship training and advocacy for a business environment conducive to youth.</p> <p>Contribute to the development of new concepts, assuming the will and entrepreneurial capacity of young and ambitious professionals.</p> <p>Projects: Annual conferences, entrepreneurship fairs, entrepreneurs gala, e-Conta, capacity building.</p> <p>KEY FACTS</p> <table border="0"> <tr> <td>Promotor</td> <td>ANJE</td> </tr> <tr> <td>Type of Promotor</td> <td>Association of young entrepreneurs</td> </tr> <tr> <td>(Co-) Financing</td> <td>ANJE, BCI, APIEX, IPEME, US Embassy, AMSCO</td> </tr> <tr> <td>Implementing Agency</td> <td>ANJE</td> </tr> <tr> <td>Beneficiaries</td> <td>Young entrepreneurs</td> </tr> <tr> <td>Operational Status</td> <td>Current (2011-date)</td> </tr> <tr> <td>Type of Program</td> <td>Start-ups</td> </tr> <tr> <td>Geographic location</td> <td>Nationwide</td> </tr> <tr> <td>Leading Industry/Sector</td> <td>Business Association/Hub</td> </tr> </table>	Promotor	ANJE	Type of Promotor	Association of young entrepreneurs	(Co-) Financing	ANJE, BCI, APIEX, IPEME, US Embassy, AMSCO	Implementing Agency	ANJE	Beneficiaries	Young entrepreneurs	Operational Status	Current (2011-date)	Type of Program	Start-ups	Geographic location	Nationwide	Leading Industry/Sector	Business Association/Hub	<p> anje@gmail.com</p> <p> +258843366993</p> <p>FOCAL POINT:</p> <p>Director ANJE</p> <p>COMMENTS / RECOMMENDATIONS</p> <ul style="list-style-type: none"> • TP JGC Coral Mozambique Lda could support the annual conferences • Verify whether ANJE members could provide relevant goods or services to TP JGC Coral Mozambique Lda
Promotor	ANJE																		
Type of Promotor	Association of young entrepreneurs																		
(Co-) Financing	ANJE, BCI, APIEX, IPEME, US Embassy, AMSCO																		
Implementing Agency	ANJE																		
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Operational Status	Current (2011-date)																		
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Geographic location	Nationwide																		
Leading Industry/Sector	Business Association/Hub																		

5. Start-ups – Drivers of change

Mozambique has a very lively start-up ecosystem, particularly in and around Maputo. The pioneering enterprise in this regard was *ideiaLab*, a company focused on entrepreneurship and incubating start-ups created eight years ago. At that time, these concepts were non-existent in the Mozambican context and little or no value was given to the development of tech-based or innovative business ideas and pioneering them.

The company *ideiaLab* was an important player in making the topic known to a wider audience through the organization of events, workshops and training sessions. With this mindset slowly but surely more youth with entrepreneurial ambitions got to know about it and became interested in the phenomenon.

The first significant break-through was in 2013, with the launch of the first startup competition in Mozambique entitled '*Fora da Caixa*' ('Outside the box'). This joint initiative of *ideiaLab* together with Gapi Bank and the Ministry of Science and Technology resulted in approximately 680 interested entrepreneurs requesting information about the competition and 186 candidates from all corners of Mozambique effectively participating through the submission of tech-based innovative business ideas.

From that time onwards, the topic of entrepreneurship became more popular and a wide variety of activities and programs popped up. International Events such as Start-up Grind (Google), Lionesses of Africa, Slush, "Fuck-up" nights¹⁶ were held in Mozambique and the number of entrepreneurs and start-uppers increased significantly.

The number of start-up competitions increased as well, such as Seedstars, Total's Startupper, Futuro Agro Challenge (MozDevs), the latter with a focus on agriculture and biotech. In addition, programs specifically focusing on capacity building were created by organizations like *ideiaLab*, Orange Corners, *Ideário*, to name a few. In addition, universities started to develop initiatives, as well as other institutional players, such as youth organization, and the government.

Of similar importance was the fact that media started to mainstream the topic, with local magazines covering the various start-up promotional events, competitions and training programs. The media has created dedicated editorial space for the start-up ecosystem and its dynamics.

Whilst Maputo-based initiatives are currently well represented on the start-up map, initiatives in other regions and cities are still in their infancy. Only recently new initiatives are popping up, such as Beira Connect, an initiative in the port city of Beira.

In terms of the content of the entrepreneurship programs, there is ample room for further development and deepening. For instance, through SME accelerator and value chain programs, thus improving the positioning of local business for the opportunities of demanding clients. This would also include enterprises in the oil and gas sector, including their contractors like TP JGC Coral Mozambique Lda.

Whilst start-up companies may not so quickly become suppliers in the oil & gas sector, their importance should certainly not be underestimated. For reference, mature companies of today began as start-ups in their early days.

¹⁶ For further information: <https://fuckupnights.com/maputo/>

6. Options for TP JGC Coral Mozambique Lda on its future SME program

Mozambican SMEs still face significant challenges in their business operations. This includes the complex business environment, as well as their internal and endogenous limitations. Consequently, SME development programs are designed to overcome these challenges while meeting specific SME program objectives.

Why does the Corporate Sector support SME Development?

- Compliance with government local content regulations
- Expand and improve the quality of supply
- Lower costs of supply of goods and services over time due to closeness to the industry

Large corporations are engaging in supporting SME development programs mainly in two different manners:

- a. Programs with direct links with the corporate's core business (support supply chain development), or
- b. Programs aiming to provide general support to SME development with no direct links to the corporate's core business.

In this assessment different categories of SME support programs were identified, as informed by the modalities of implementation:

1. Large industry corporates partner with 'specialized' agencies, which offer technical services required to support SME growth and development. These implementation arrangements target SME development programs often associated with the 'core business' of corporates.

Programs such as the recently signed MoU between Eni and the Standard Bank Incubator offer an opportunity to develop SMEs with potential to enter the supply chain. Similarly, the program MZLNG Standards Certification Program has potential to address some pre-requisites to enter the supply chain. It is important to note that in partnership arrangements the role of third-party (i.e. outsourced), specialized partners in the design and delivery of the program is critical, as it holds the knowledge to make it work.

2. Programs aiming to provide general support to SME development with no direct links to the core business of industry corporates are often promoted by development partners and government agencies.
3. SME programs leveraging on ICT platforms and conferences to provide business services and opportunities for networks were also identified

The basic principle underlying SME development programs recognizes that SMEs are key players in general economic development and particularly in strengthening/complementing large companies' business models. Cognizant with the fact that the development of SMEs is not core business of large companies the report proposes two options for TP JGC Coral Mozambique Lda consideration in developing an SME program:

6.1. TP JGC CORAL MOZAMBIQUE LDA DEDICATED IN-HOUSE SME PROGRAM

Advantages

An in-house designed and implemented SME program has the strong advantage of more direct engagement between SMEs and the company. Other advantages include:

- The SME program can be specifically tailored to the company's demand for goods and services;
- The company has relatively more space to provide technical inputs;
- Better control or possibility to reducing costs and minimizing negative effects of the business environment;
- Better influence on improving quality control;
- Reduced vulnerability of supply;
- Complying with government requirements;
- Branding benefits; among others.

Disadvantages

- The learning curve may have higher transactions costs;
- The multiple challenges may result in slower SME response to meet supply chain needs;
- Potential duplication with similar efforts undertaken by other key players in the industry; and
- Corporates are not necessarily equipped to provide adequate support to SMEs directly, as it is not their core business.

6.2. COLLABORATION WITH EXISTING AND UPCOMING INITIATIVES

Advantages

Collaboration on SME development programs may occur with other players together and aims to gain mutual or complementary benefits. It provides an overarching benefit of learning from other SME development programs' experiences. These may include:

- Collaboration with Development Agencies and Government Departments – provide potential to gain insights, knowledge about and technical support to SME's local business environment and get support to address regulatory issues and access to finance;
- Leveraging of limited financial resources;
- Support to SME programs that aim to improve relationships with surrounding communities;
- Provides an opportunity to build relationships and reputation with government, that are useful when engaging with the government in areas that relate to their core business;
- Provides an opportunity to cluster efforts of SME development instead of duplication of alike programs in an environment where the total number of SMEs is already limited;

- Broader base for the provision of technical support, local knowledge, service delivery, credibility, and cost-effective implementation.

Disadvantages

- Relative reduction of direct control of SME development program;
- Potentially less visibility and opportunities for branding, as this space is to be shared with other partners;
- Results may be achieved at a slower pace

6.3. FINAL REMARKS

The options for TP JGC Coral Mozambique Lda to engage on an SME Development program are multifold. It can be a stand-alone in-house initiative, as well as a program in collaboration with other partners. The program can be specifically focused on the development of its suppliers, or SME development in a broader and more generic sense.

The choice to be made should be based on the outcomes that TP JGC Coral Mozambique Lda wishes to achieve, not only for the SMEs involved, but also for the benefit of its own operation in Mozambique. Associated to this is the expected time frame of TP JGC Coral Mozambique Lda business in Mozambique. The longer this perspective, the more added value a professional local network of suppliers may provide.

Each option has its advantages, as well as disadvantages, with the final choice being a balanced trade-off between them.

Annex 1 – SME Program Mapping

OIL & GAS

Nr	Name of program	Promotor	Contact details
1	Financial literacy	Anadarko	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website: www.anadarko.com/Operations/Upstream/Africa/Mozambique/
2	Resettlement implementation services (2)	Anadarko	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website: www.anadarko.com/Operations/Upstream/Africa/Mozambique/
3	Sol Conferences	Anadarko/INP	INP - INSTITUTO NACIONAL DE PETRÓLEO Rua dos Desportistas, Parcela nº 259 E Maputo – Mozambique Tel.: + 258 21 320 935, + 258 21 430 849, + 258 82 308157, + 258 82 3081870
4	Eastern Africa Supplier database	Anadarko	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website: www.anadarko.com/Operations/Upstream/Africa/Mozambique/
5	MZLNG Standards Certification Program	Anadarko	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website: www.anadarko.com/Operations/Upstream/Africa/Mozambique/
6	MWE - Mozambique Women in Energy	MWE	Taciana Peão Lopes, taciana.peaolopes@tpla.co.mz ; tpeaolopes@gmail.com
7	Conference SAOGA	Southern African Oil & Gas Alliance	info@saoga.org.za ; 9th Floor, Convention Tower, Heerengracht, Foreshore, Cape Town 8001, South Africa; +27 21 425 8840
8	Catalyze Investment in Agribusiness in Cabo Delgado (Catalisa)	Anadarko	Rua José Craveirinha, 198 Sommerschild, Maputo, +258 855 465 785 info@africancentury.co.mz
10	Resettlement implementation services (1)	Anadarko	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website:

Nr	Name of program	Promotor	Contact details
			www.anadarko.com/Operations/Upstream/Africa/Mozambique/
11	SME Supply Development Program (phase 2)	SASOL	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website: www.anadarko.com/Operations/Upstream/Africa/Mozambique/
12	Local Content Conferences	ENH	info@enh.co.mz ; Av. 25 de Setembro No. 270 Ed. Time Square Bloco 1 Maputo, +258 21 429 456
13	Health and Safety Training course for SME's	Shell	info@shell.com ; Rani Towers Office Tel: +258 84 093 9500, Maputo, Mozambique
14	SME Supply Development Program (phase 1)	SASOL	833, Rua dos Desportistas; Maputo; Moçambique; Tel.: +258 21357400; Fax: +258 21311710
15	Promoting Business Partnerships between Mozambique and the Netherlands	Dutch Embassy	info@energyworks.co.mz ; Av. Tomás Nduda 1168, Maputo, +258 21 496815
16	Promoting Business Partnerships between Mozambique and Norway	Norwegian Embassy	info@energyworks.co.mz ; Av. Tomás Nduda 1168, Maputo, +258 21 496815
17	Startupper Total business idea competition (Startupper of the year by Total » challenge)	TOTAL	https://startupper-of-the-year-challenge.total.com/en/challenges/mozambique
18	National Content Plan for Anadarko Golfinho EPCI Contract (phase 1)	Heerema Marine Contractors	info@energyworks.co.mz ; Av. Tomás Nduda 1168, Maputo, +258 21 496815
19	Conference on Corporate Responsibility and Local Content	Dutch Embassy	info@energyworks.co.mz ; Av. Tomás Nduda 1168, Maputo, +258 21 496815
20	Supplier Development Program	Anadarko	Avenida Julius Nyerere nr. 3412, in 3°, 4° and 5° floors of the building office park, Maputo, company website: www.anadarko.com/Operations/Upstream/Africa/Mozambique/

Nr	Name of program	Promotor	Contact details
21	Standard Bank and Eni Rovuma Basin SME Program (MoU)	Eni Rovuma Basin	Standard Bank Incubator, Rua dos Desportistas #1 1st floor, Maputo, +258 21 501 390
22	MAGTAP project	IPEME/MIREME	Eleutério Mabjaia, Director da Direcção de Estudos e Estatística Contactos: (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com Maputo-Moçambique

MINING

Nr	Name of program	Promotor	Contact details
1	Vocational Training Centre (VTC) programme of Namanhumbir	Montepuez Ruby Mining, Lda.	https://clubofmozambique.com/news/montepuez-ruby-mining-starts-vocational-training-program-for-locals/
2	INOVE	VALE	comunicacao.vale@vale.com; (+258) 21 24 3200
3	Kenmare – Sustainability Program	Kenmare	Rua de Chuindi, No.67, R/C, Maputo, Mozambique. Tel: +258 21 494921/499701 Email: maputooffice@kenmaremoz.com
4	Rio Tinto (Sold to ICVL in 2013)	Rio Tinto	Av. 24 de Julho 1123. Maputo emmy.bosten@energyworks.co.mz; annakarina.desousa@icvl.co.mz
5	Syrah Resources – Sustainability Program	Syrah Resources	Twigg Exploration & Mining Limitada Av de Marginal, Paulo Samuel Kankhomba Predio Bahar, 1o Andar-Esquerda, Pemba Cabo Delgado, Mocambique

FINANCIAL SERVICES

Nr	Name of program	Promotor	Contact details
1	Line of credit for poultry producers	BCI	Av. 25 de Setembro, nr 4. Maputo - Moçambique Tel: +258 21353700 Fax: +258 21309831 Email: bci@bci.co.mz
2	Revolving Fund Line of Credit:	BCI	Av. 25 de Setembro, nr 4. Maputo - Moçambique Tel: +258 21353700 Fax: +258 21309831

			Email: bci@bci.co.mz
3	Enterprise Centre Cabo Delgado	Standard Bank	Standard bank Incubator, Rua dos Desportistas #119, 1st floor, Maputo, +258 21 501 390
4	Banco Único - 1a Academia para PMEs	Banco Único	Balcão Sede, Av. Julius Nyerere, nº 585, Maputo, Tel.: + 258 21488400
5	Credit line	IFC / BCI	Av. 25 de Setembro, nr 4. Maputo - Moçambique Tel: +258 21353700 Fax: +258 21309831 Email: bci@bci.co.mz
6	EIB lending programme	European Investment Bank (EIB)	r.willis@eib.org; 5 Greenpark Estates, 27 George Storrar Drive, Groenkloof 0181 Pretoria (Tshwane), South Africa
7	Seedstars	Standard Bank / UX	Standard Bank Incubator (MPT). Rua dos Desportistas #119, 1st floor, Maputo,
8	ARIZ Guarantee of Portfolio:	BCI / AFD	Av. de Julho nr. 1500. 2647, Maputo; + 258 21 30 43 00/1 / + 258 82 30 68 040 / + 258 82 30 68 330; afdmaputo@afd.fr
9	Guarantee FECOP (Business Fund for Portuguese Cooperation)	Portuguese Embassy / Minister of Trade and Industry	Camões – Instituto da Cooperação e da Língua; Rua Rodrigues Sampaio, 113, 1150-279 Lisboa, Portugal; geral@camoes.mne.pt; Tel: (+351) 213 109 100
10	Enhancing Inclusive Growth and Job Creation in Mozambique	African Development Bank (AfDB) / APIEX	APIEX (CPI), Av Ahmed S Touré 2539-MAPUTO, +258 21 321289, +258 82 3056432
11	Women Entrepreneurs in Mozambique	IFC	Kátia Daude Acting Country Manager 160, Jose Craveirinha Street P.O. Box 4053 Maputo, Mozambique Tel: +258 21 483-000
12	Financial inclusion and development of micro, small and medium businesses (MSMEs)	GAPI	Av. Samora Machel no 323 Tel: (+258) 21 316 505 Email: info@gapi.co.mz
13	FAE - Projecto Financiamento Agro-negócio e Empreendedorismo	IPEME/Agência do Vale do Zambeze	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique

14	Financial Sector Deepening	UK Government	Av. Armando Tivane, 849 . Maputo – Moçambique; +25821485955; fsdmoc@fsdmoc.com
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AGRICULTURE

Nr	Name of program	Promotor	Contact details
1	SME credit line	Banco Terra	Avenida Samora Machel, nº 341, R/C, Caixa Postal nº 69, Maputo – Moçambique, Tel.: (+258) 21 359 900, Fax: (+258) 21 316 130, Cell: (+258) 82 307 91 65, Cell: (+258) 84 359 90 00
2	Grow Moçambique – MozGrow	SOICO Foundation (FundaSo)	Rua de Timor Leste, Nº 108, Maputo, +25821315117/8
3	Rural Enterprise Financing Project (REFP)	IFAD	Av. 25 de Setembro, nº4. Maputo - Moçambique Tel: +258 21353700 Fax: +258 21309831 Email: bci@bci.co.mz
4	Feed the Future Agricultural Innovations (INOVA)	USAID	Luca Crudeli, Program Director, Rani Towers, Maputo, Luca_Crudeli@ftf-inova.com
5	Future Agro Challenge	GAPI	Elena Gaffurini, Program Director, elena.gaffurini@gmail.com
6	Feed the Future Resilient Agricultural Markets Activity (RAMA)	USAID	Land O'Lakes, Bairro 4-Chimoio-MANICA
7	Mozambique Innovation Lab	Mozambique Innovation Lab	Elena Gaffurini, Program Director, elena.gaffurini@gmail.com
8	Mozambique—Innovation for Agribusiness (InovAgro I, II)	Swiss Agency for Development and Cooperation	horacio-moises.morgado@eda.admin.ch
9	Hortisempre	Swiss Agency for Development and Cooperation	susanne.helbig@swisscontact.org ; +258 21 083249, http://www.swisscontact.org/southernafrika
10	Skills center Billibiza	Aga Khan Foundation	rahim.bangy@akdn.org ; https://www.akdn.org/
11	Enterprise Development and Employable Skills	Aga Khan Foundation	rahim.bangy@akdn.org ; https://www.akdn.org/
12	MozTex - Textile factory	Aga Khan Fund for Economic Development	rahim.bangy@akdn.org ; https://www.akdn.org/

Nr	Name of program	Promotor	Contact details
13	Building markets for agriculture and WASH	iDE	Rua Kamba Simango 58, Maputo, Moçambique, Phone: +258 82 3078633, Phone: +258 84 2108972, E-mail: Mozambique@ideglobal.org
14	Inclusive Business Model	SNV	Rua Travessa de Azurara, nr. 11 Bairro Sommershield, Maputo Mozambique Tel.: +258 21486790/1 Email: mozambique@snv.org
15	AgDevCo	AgDevCo and DFID	Maputo T +258 213 055 57 E mozinfo@agdevco.com
16	Eduardo Mondlane University Project	UEM/IPEME	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique
17	HICEP Project	IPEME/HICEP	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique
18	Food production	CIS Catering	Av. 24 de Julho 2, Maputo
19	Tsebo Enterprise Development Program	Tsebo Catering	1593 Avenida Julius Nyerere. Maputo, +25 82 149 5870

BEVERAGES

Nr	Name of program	Promotor	Contact details
1	AB InBev Sustainability Challenge	CDM / AB InBev	Rua do Jardim 1329, Jardim, Maputo. Postal address: P.O. Box 3555, Maputo. Tel: +258 (1) 475007. Telefax: +258 (1) 475180, 475060. www.ab-inbev.com
2	SABMiller Retailer Development Program	CDM / AB InBev	Mariam Bibi, Director MB Consulting Rua Do Jardim, 1329, Maputo; +258 21 352 300; https://www.ab-inbev.com/

BUSINESS ASSOCIATIONS

Nr	Name of program	Promotor	Contact details
1	Mozambique Business in Development Facility (LINK)	ACIS	Address: Rua Travessa de Azurara 11 Caixa Postal 4468 Maputo, Mozambique Telephone: +258 21486790 E-mail: Návia Matsinhe NMatsinhe@snvworld.org
2	MozDevz	MozDevz	Paulo Samuel Kankhomba Avenue, Nº 1063 Maputo +258 84 623 9715 info@mozdevz.org
3	Southern Africa Start Up Awards	Global Start up Awards	http://southernafricastartupawards.com/mozambique/ ; Twitter, Instagram, Facebook: @sasamozambique
4	Orange Corners	Dutch Embassy	Av. Kwame Nkrumah 324 C.P. 1163 Maputo Moçambique; +258 84 517 2754
5	Beluluane Industrial Park SME support	Beluluane Industrial Park	Boane Office, Beluluane Industrial Park - Lot 1, Boane District, Maputo Province, Mozambique; Maputo Office, Avenida Marginal, no 8874, Bairro Triunfo, Maputo +258 82 301 4248; info@beluluane.co.mz
6	Incubator	Standard Bank	Standard bank Incubator, Rua dos Desportistas #119, 1st floor, Maputo, +258 21 501 390
7	Startup Grind Mozambique	Startup Grind (Google)	Pedro Ferreira (Co-Work), https://www.startupgrind.com/maputo/ , 821563838, www.coworklab.net
8	Enterprise Support Cabinet (Gabinete de Apoio Empresarial)	CTA	Avenida Patrice Lumumba, 927, Maputo, +258 21 32 10 02, +258 82 3111820, +258 82 3191300, +258 21 32 10 01; info@cta.org.mz
9	Maputo Hub	Global Shapers Community	https://www.facebook.com/pg/GlobalShapers/about/?ref=page_internal , globalshapers@weforum.org

Nr	Name of program	Promotor	Contact details
10	Mozambique Entrepreneurial Ecosystem in Motion	AMSCO	Mpho Kgosidintsi AMSCO, Marketing and Communications Manager, Mpho.kgosidintsi@amscobv.com, Tel: +27 79 871 3696
11	StartMozUp	Seja Empreendedor	Av. Filipe Samuel Magaia n 522, Maputo, +258 843366993; anje.presidente@gmail.com; anjemoza@gmail.com;
12	Google Startup Weekend	Google / Standard Bank	Standard Bank Incubator (MPT). Rua dos Desportistas #119, 1st floor, Maputo,
13	Ideário Innovation Hub	Ideário Innovation Hub	Avenida do Trabalho, 1128, Maputo, +258 84 110 0028, elena.gaffurini@gmail.com
14	Development of Local Industry through One Village One Product Movement	JICA	General Director IPEME, Claire Zimba, +258-829248702), Maputo-Moçambique, czimba.zimba0@gmail.com
15	ANJE - conferences, debates, training, fairs, networking, app development (e-conta)	ANJE	Av. Filipe Samuel Magaia n 522, Maputo, +258 843366993; anje.presidente@gmail.com; anjemoza@gmail.com;
16	CTA institutional support	CTA	Avenida Patrice Lumumba, 927, Maputo, +258 21 32 10 02, +258 82 3111820, +258 82 3191300, +258 21 32 10 01; info@cta.org.mz
17	Support to SMEs	APME	Av. Voluntários, 156, 1 andar, (Próximo à Fundação Aga Khan), Maputo, Cidade de Maputo – Moçambique, Telemóvel: (+258) 82 639 8899 / 84 415 8147, E-mail: secretariado@apme.org.mz
18	IPEME SME assistance program	IPEME	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique
19	CaDUP	IPEME/JICA	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique

Nr	Name of program	Promotor	Contact details
20	ProGer - Project on Jobs Creation and Income Generation (Projecto de Geração de Emprego e Renda)	IPEME/BAD	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique
21	TGP - Project on Technical Training, Technology and Production Management (Projecto de Formação Técnica em Tecnologias de Gestão da Produção)	IPEME/JICA/INTI	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique
22	PSME Export Program (Programa PME Exporte)	IPEME/USAID	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique

ENERGY

Nr	Name of program	Promotor	Contact details
1	Programa de Desenvolvimento de Fornecedores Locais	HCB	Songo (Head Office) PO Box – 263. PBX: +258 252 82221/4. Administration: +258 252 82291. Fax Adminsitration: +258 252 82364

ALUMINIUM

Nr	Name of program	Promotor	Contact details
1	Mozlink phase 2 (Extended linkages – inclusion of other LCs)	MOZAL	Beluluane Industrial Park Boane District Maputo Mozambique Phone: +258 21 735700 Fax: +258 21 735780
2	Mozlink phase 1 (Mozal Operations phase)	MOZAL	Beluluane Industrial Park Boane District Maputo Mozambique Phone: +258 21 735700 Fax: +258 21 735780
3	SMEELP (Small Medium Enterprise Empowerment and Linkage Programme) (Mozal construction phase)	MOZAL	Beluluane Industrial Park Boane District Maputo Mozambique

Nr	Name of program	Promotor	Contact details
			Phone: +258 21 735700 Fax: +258 21 735780
4	PROJECTO Mozal/Projecto "Empreender PME"	MOZAL	Eleutério Mabjaia, Director Studies and Statistics Department, (+258-829248702), E-mail:eleuterio.mabjaia@gmail.com, Maputo-Moçambique

MORE THAN ONE SECTOR

Nr	Name of program	Promotor	Contact details
1	Supermentors Project	Supermentors /IPEME	Rua Valentim Siti, Nº 402 Maputo Mozambique (+258) 21 492 439 (+258) 84 389 8096 info@supermentores.co.mz
2	Competir com Qualidade (Competing with Quality)	UNIDO/INNOQ	Rua Kibiriti Diwane, 322 P.O. Box 4595 Maputo MOZAMBIQUE Telephone: +25821481400 FAX: +258 21491691
3	NORFUND- SME Funds	Norfund - The Norwegian Investment Fund for Developing Countries	Rua Joseph Ki-Zerbo n. 253 Maputo, Mozambique Phone: +258 214 949 625
4	Improved efficiency and competitiveness of local businesses in the Nacala Corridor for accelerated economic and social growth	AFDB	APIEX (CPI), Av Ahmed S Touré 2539-MAPUTO, +258 21 321289, +258 82 305643
5	Lioness Africa	Lionesses of Africa Public Benefit Corporation	http://www.lionessesofafrica.com/about-us/
6	MozTrabalha - Building decent work for all	Swedish Embassy	ILO office, Av. do Zimbabue 744 Maputo, +258 21 490305, maputo@ilo.org
7	Enhancing the competitiveness of MSMEs working with large Mining, Oil & Gas Projects in Mozambique	Ministry of Industry and Commerce	info@energyworks.co.mz ; Av. Tomás Nduda 1168, Maputo, +258 21 496815
8	JOBA	DFID	+258 840535185 +258 825635573

			Av. Francisco Orlando Magumbwe 993, 1o Floor Maputo, Mozambique info@jobamoz.org
9	MUVA	DFID	Luize Guimaraes luize.guimaraes@opml.co.uk; +258845341584 info@muvamoz.co.mz / admin@muvamoz.co.mz;
10	Employment for Sustainable Development in Africa (E4D)	German Federal Ministry for Economic Cooperation and Development (BMZ)	E4D@giz.de; Wybe van Halsema Teamleader E4D/SOGA Mozambique wybe.vanhalsema@giz.de
11	SME Credit line	BCI	Av. 25 de Setembro, nº4. Maputo - Moçambique Telefone: +258 21353700 Fax: +258 21309831 Email: "bci@bci.co.mz
12	Building Markets	Canadian Development Aid (CIDA)	mozambique@buildingmarkets.org?Subject=Buildingmarkets%20site:%20more%20information
13	The Innovation & Demonstration Catalytic Facility (IDCF) of Mozambique's Integrated Growth Poles Project (IGPP)	World Bank	Francisco Moraes Leitao Campos, Michelle Gomes Souto
14	Fora da Caixa	Ministério da Ciência e Tecnologia da República de Moçambique e da Gapi Sociedade de Investimentos SA	Tel: +258 84 625 3176 · info@ideialab.biz · Av. Paulo Samuel Kankhomba, 216 , Maputo
15	SPX-model	UNIDO	Address: Rua da Imprensa, 332 R/C- Caixa, 4635 Maputo, Mozambique Website: https://www.cpi.co.mz/ E-Mail: contact@cpi.co.mz Phone: +258 21 313310
16	FAN / FAN Foundation	DANIDA	Rua Daniel Napatima, 295 Maputo, Mozambique +258 21 499 964 +258 84 416 8740 info@fundacaofan.org.mz
17	National Entrepreneurship Conference and Entrepreneurs' Fair	ANJE	Av. Filipe Samuel Magaia n 522, Maputo, +258 843366993; anje.presidente@gmail.com ; anjemoza@gmail.com;
18	ProEcon – Improving Framework Conditions	German Federal Ministry for Economic	Ministry of Industry and Commerce, Maputo; GIZ Mozambique Office, Av. Francisco Orlando Magumbwe Nº 976, + 258 21 491245

	for the Private and Financial Sector	Cooperation and Development (BMZ)	
19	AIESEC Moçambique	AIESEC	Rua 1301, N° 61, Sommerschield, Maputo, Maputo
20	Competitiveness and Private Sector Development	World Bank and Irish Embassy	Mazen Bouri, mbouri@worldbank.org
21	SME Credit line	KFW	Avenida Francisco Orlando Magumbwe No. 976 CP 2766 Maputo Mozambique Phone +258 21 48 87 08 Fax +258 21 48 87 09 eMail kfw.maputo@kfw.de

Annex 2 – Web-sources

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- <https://www.amsco.org/mozambique-entrepreneurial-ecosystem-in-motion/>
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