

## 付属資料

### (APPENDICES)

- A. Decree No. 76/2007 (Nacala Special Economic Zone)
- B. Decree No. 75/2007 (Establishment of GAZEDA)
- C. 経済特別区法案 (Draft Regulation on Special Economic Zone)
- D. 現地調査日程 (Field Survey Schedule (Phase 1 and 2))
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**Decree No 75/2007  
from 24 December**

In order to ensure an effective and efficient management of the Special Economic Zones, including supervision of the operations carried out in those areas, it is necessary to create legal conditions for its operation. In terms of and using the power conferred by point f) of paragraph 1 and paragraph 3 of Article 204 of the Constitution of the Republic, the Council of Ministers decreed:

Single Article

It creates the Office of Economic Zones Accelerated Development, shortly known as GAZEDA, whose Organic Statute, attached here is an integral part of this Decree.

It is approved by the Ministers Council, on December 18, 2007.

To be published.

The Prime Minister, *Luisa Dias Diogo*.

**Organic Statute of the Office of Economic Zones Accelerated Development**

CHAPTER I

**Name and nature**

ARTICLE 1

**Name and nature**

1. The Office of Economic Zones Accelerated Development, shortly known as GAZEDA, is a state apparatus body, with administrative autonomy, protected by the minister who oversees the area of Planning and Development.
2. GAZEDA is governed by the provisions of this statute and its internal regulations and, alternatively, by the rules, which govern the state apparatus bodies.

CHAPTER II

**Powers and responsibilities**

ARTICLE 2

**Role**

The main responsibility of GAZEDA is to promote and coordinate all activities related to the creation, development and management of Special Economic Zones, including Industrial Free Zones, hereinafter both referred to as SEZ's.

## ARTICLE 3

**Powers of GAZEDA**

In fulfilling their responsibilities, GAZEDA is attributed with the following powers:

- a) To coordinate and encourage the promotion of domestic and foreign investments initiatives in the SEZ's;
- b) To propose to the Special Economic Zones Council a creation of Special Economic Zones;
- c) To plan, promote, coordinate and oversee the process of land zoning and land use in SEZ's, in coordination with the local authorities and traditional authorities;
- d) To foster the construction of essential infrastructures, necessary for the projects development in the SEZ's;
- e) To participate in the process of natural resources assessment in the ZEE's areas and plan their rational and sustainable use;
- f) To design and prepare documentation, publications and other material, which is needed for information and use by the potential investors, as well as to promote investment in SEZ's, among others;
- g) To promote and disseminate the image and the economic potential of the SEZ's;
- h) To receive, assess and register proposals for investments to be carried out in the SEZ's;
- i) To approve the investments proposals, referred to in the previous paragraph;
- j) To issue investment certificates / licenses or to proceed with their renewal or cancellation;
- k) To ensure the compliance with the deadlines, which are set for making decisions on the investment projects proposals and other requests received from the investors;
- l) To ensure the cross-sector coordination with a view to create practical conditions to enable the investment projects implementation and subsequent operation;
- m) To undertake actions of monitoring and verification of the approved investment projects process of implementation and practical operation;
- n) To provide institutional support and monitoring to investors at various stages of the investment implementation;

- o) To proceed with annual review of the approved investment and those, which were actually made;*
- p) To identify, study and propose the adoption of economic, legal, administrative and financial measures, which are destined to facilitate the promotion, encouragement, activation of the domestic and foreign investment realization in the SEZ's;*
- q) When prompted, to cooperate with the relevant authorities in the drafting of plans, strategies and / or national development sector policies;*
- r) To join national organizations and associations, regional and international counterparts, complying in this with the law;*
- s) To carry out other assignments that are included in the law.*

### CHAPTER III **Organization and functioning**

#### ARTICLE 4 **GAZEDA's Bodies**

1. GAZEDA is composed of executive and advisory bodies.
2. The executive bodies are the Executive Board (Senior Management), the Departments and the Branches that will be created within or outside the country, under the law.
3. Advisory bodies are the Board of Directors and the Advisory Council.

#### ARTICLE 5 **Executive Board**

1. The Executive Board is made by the Director General and two Deputy Directors-General
2. The Director-General is appointed by the Prime Minister on Minister of Planning and Development proposal.
3. The Deputy Directors-General are appointed by the Minister of Planning and Development on the Director – General proposal.

#### ARTICLE 6 **Executive Body's powers and responsibilities**

1. The responsibilities of the Executive board are:
  - a) Coordinate and guide the GAZEDA's internal management policies;*

- b)* Approve the GAZEDA 's internal regulations
  - c)* Prepare and submit to the Special Economic Zones Council CSEZ the annual program of activities and GAZEDA's budget, as well as the multi-annual action strategy and programs of activities, Financial plans and their revisions;
  - d)* Control the GAZEDA's revenue collection and the budgetary expenditure, which are required for its operation;
  - e)* Mobilize financial resources, which are necessary to continue the performance of heir duties and their powers in coordination with the Ministries of Planning and Development and Finance;
  - f)* Manage the GAZEDA's assets and liabilities, the acquisition or disposal of property, as well as the GAZEDA's administration;
  - g)* Prepare studies and express opinions, advice and recommendations on investment related matters;
  - h)* Propose to the Special Economic Zones Council set of legal or other measures, which are deemed advisable for the performance of its duties;
  - i)* Prepare annual management report of the activities and present the accounts in the end of each financial year;
  - j)* Decide on the investment proposals, which are submitted to GAZEDA.
2. It is in the Director-General of GAZEDA competence to distribute tasks to the Deputy Directors-General, as well as he may delegate one or more of its duties to the Deputy Directors-General.
3. The Director-General of GAZEDA is, in his absence or inability, replaced by one of the Deputy Directors-General trough DG's expressed indication and in absence of such, by the Director - Deputy General with more years on this post.

## ARTICLE 7 Board of Directors

1. The Board of Directors has the following composition:
- a)* Director-General;
  - b)* Deputy Directors-General; and
  - c)* Heads of Departments.

2. May attend the meetings of the Board of Directors other guests and technical staff appointed by the Director-General, depending on the meeting's subject matters;
3. The GAZEDA's Board of Directors is headed by Director-General.
4. The Board of Directors has the power to rule on key issues, related to institution's areas of activities, namely:
  - a) The preparation and monitoring the execution of the business plans, preparation of periodic reports, as well as evaluation of GAZEDA's activities results;
  - b) Analyze the implementation of investment promotion policies in the SEZ's, in conjunction with other state and non-governmental institutions and propose actions that lead to the improvement of the same;
  - c) Assist the Executive board in decision-making;
  - d) Promote the exchange of experiences and relevant information between the Executive Body and relevant GAZEDA staff;
5. The Board of Directors shall meet ordinarily once a month, however, there can be special meetings at Director General request

#### ARTICLE 8 Advisory Council

1. The Advisory Board is composed of permanent representatives, which are empowered to make decision on their own name or on behalf of the following institutions:
  - a) Ministry of Planning and Development;
  - b) Ministry of Finance;
  - c) Ministry of Home affairs;
  - d) Ministry of Industry and Trade;
  - e) Ministry of Transport and Communications;
  - f) Ministry of Foreign Affairs and Cooperation;
  - g) Ministry of Tourism;
  - h) Ministry of Power;
  - i) Ministry of Science and Technology;
  - j) Ministry of Labor;
  - k) Ministry of Environmental Action Coordination;
  - l) Bank of Mozambique;
  - m) Tax Authority;
  - n) Ministry or entity that oversees the area of the matter under review;
  - o) Three representatives from the private sector, indicated by the Confederation of Economic Associations - CTA.

2. May be invited specialists or other entities, including GAZEDA's technical staff, whose participation in each specific session of the Advisory Board is deemed necessary or convenient for better understanding and analysis of the considered issues.

3. The Advisory Council shall meet ordinarily once a month and it is chaired by the GAZEDA Director General or, in his absence, by one of the deputy directors-general. The notice is given at least five working days in advance or, in his absence by one of the deputy directors-general.

#### ARTICLE 9

#### **Responsibilities of the Advisory Board**

The responsibilities of the Advisory Board are expressed in:

- a) Ensuring conducting an analysis and cross-sector coordination on investment related matters submitted to it, recommendations and decision proposals formulation;
- b) Ensure, through its members, the correct and continuous coordination between GAZEDA and the entities they represent;
- c) Give their opinion on proposals for laws and other normative acts, as well as on agreements and treaties on matters related to the SEZ.

#### ARTICLE 10

#### **GAZEDA's Organizational Structure**

1. GAZEDA is structured in Directorates, Departments and Branches, as shown in the attached organizational chart.

2. The general functions of the Departments are as follows:

- a) Department of Administration and Finance - to foster the effective and efficient management of the human and financial resources allocated to GAZEDA, including the logistics of it;
- b) Department of Marketing and Public Relations – to design and prepare documentation, publications and other material, which are necessary for the investment promotion in the SEZ's as well as promoting and disseminating the image and economic potential of the Special Economic Zones;
- c) Department of Studies and Projects - to foster studies, which are necessary for the actual establishment of SEZ's, identifying and proposing economic, legal, administrative and financial measures with a view to facilitate the investment promotion, encouragement and support in the SEZ's;

d) Department of Special Economic Zones - promoting the construction of infrastructures, which are essential for the development of projects in SEZ's and coordinate all necessary actions for the SEZ's establishment and functioning;

e) Department of Industrial Free Zones – to promote actions, which are necessary for the Industrial Free Zones establishment and operation;

3. The Director-General can propose the creation and extinction of Directorates, Departments and Branches.

4. It is the GAZEDA's Director-General responsibility the admission, appointment, dismissal and the exercise of disciplinary power in relation to the entire GAZEDA staff.

#### **CAPÍTULO IV Personnel's Status**

##### **ARTICLE 11 Professional Careers and the Personnel**

The professional careers and the plan for the GAZEDA's personnel will be ruled by diploma, which will be approved jointly by the Ministries of Planning and Development, Finance and the Civil Service.

##### **ARTICLE 12 Remunerations**

The remuneration structure of GAZEDA's staff will be ruled by diploma, which will be approved jointly by the Ministers of Planning and Development and Finance, in consultation with the Ministry of Public Service.

##### **ARTICLE 13 Employees' Regimen**

The GAZEDA's personnel is governed by the rules applicable to the civil service employees or by the rules of a specific contract of employment or commissioned work regimen, under which the employee is engaged in GAZEDA.

#### **CHAPTER V Assets, income and expenditure**

##### **ARTICLE 14 GAZEDA's Assets**

1. Constitute assets of GAZEDA the properties, which are allocated by the state.



2. It is also part of GAZEDA's assets the variety of goods, which are representative of the assets, liabilities, rights and obligations that GAZEDA acquires or has made in the process of performing their duties.

3. The GAZEDA's assets and financial management as well as the organization and implementation of its accounts, shall be governed by the rules applicable to the State institutions and the rules defined in internal regulation(s) of GAZEDA's functioning.

4. GAZEDA can be entrusted with the management of other State properties, adequately identified and in accordance with the established norms.

#### ARTICLE 15 **GAZEDA's Income**

Constitute revenue of GAZEDA:

- a) The budget allocations, assigned by the Government;
- b) The fees and charges for service provision that are allowed by the order of Minister of Finance;
- c) The income from the sale of materials, information and publications;
- d) Donations, grants or other forms of support provided by public or private domestic or foreign institutions, organizations, companies and / or individuals, to GAZEDA
- e) 40% percent of the revenue, which is resulting from the SEZ's operation
- f) Any other income that results from their activity or which is assigned by law or contract;

#### ARTICLE 16 **GAZEDA's Expenditure**

Constitute GAZEDA's expenditure:

- a) The costs associated with its operation and the fulfillment of their duties, responsibilities and delegations to it;
- b) The cost of acquisition, maintenance and upkeep of equipment, buildings and other goods or services, which are needed for their operation;
- c) The salaries of workers and experts, hired to provide services to GAZEDA.

**CHAPTER VI**  
**Final provision**

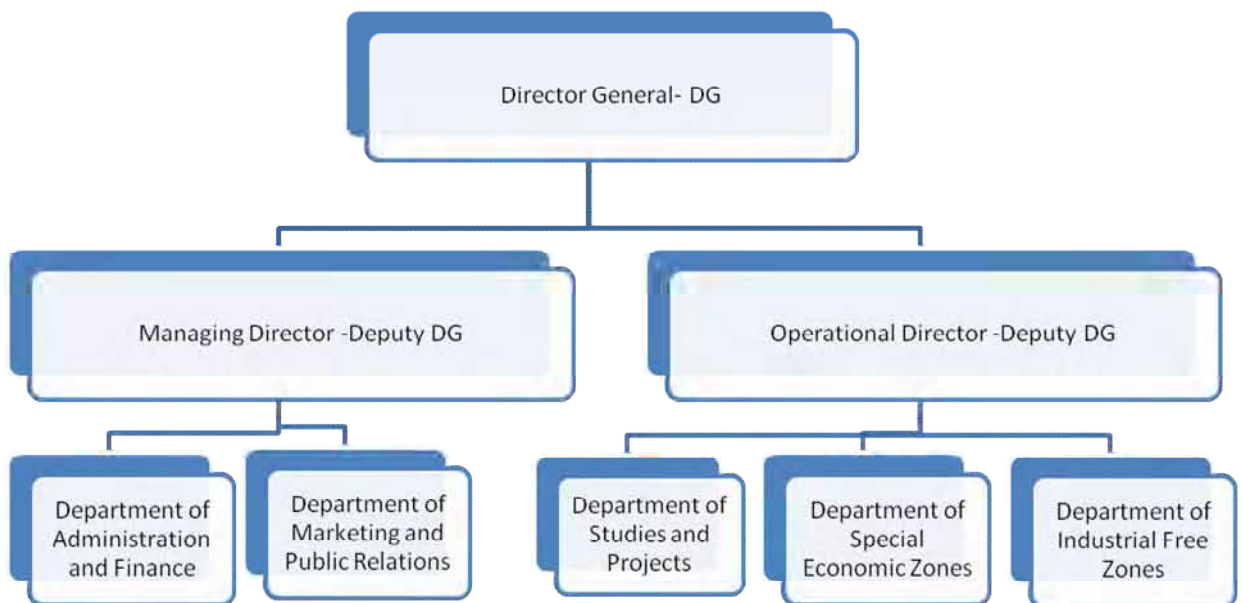
**ARTICLE 17**  
**Binding Signature and Representation in Court**

1. GAZEDA is legally obliged by the following signatures:

a) That of the Director-General;

b) Those of the Deputy Directors-General under the necessary authority delegated by the Director General

2. GAZEDA is represented by its Director-General both in active and passive manner, including in court and may compromise, admit to and desist from any disputes in accordance with the law.



## **COUNCIL OF MINISTERS**

### **Decree No 76/2007 from 18 December**

The establishment of economic development poles, through creation of special economic zones represents one of the mechanisms to be adopted for country's economic growth fostering in its various areas and aspects. Therefore, a special economic zones regimen was established in the adopted Investment Law (Law No. 3 / 93, July 24).

In these terms and using the powers conferred by point f), paragraph 1, Article 204 of the Constitution of the Republic, in conjunction with Article 29 of Law No. 3 / 93 from 24 June, the Council of Ministers decreed:

#### **ARTICLE 1 (Creation)**

1. It is created the Nacala Special Economic Zone, which covers the following geographic areas:
  - a) Nacala-a-Velha District ;
  - b) Nacala Port district.
  
2. The management of Nacala Special Economic Zone is delegated to the Office of Accelerated Development Economic Areas (GAZEDA).

#### **ARTICLE 2 (Expansion of the geographical area)**

The geographical area of the Nacala Special Economic Zone could be extended, covering other areas as well. The Special Economic Zones Council should present for this purpose a consistent proposal to the Council of Ministers.

**ARTICLE 3**  
**(Powers)**

It confers upon the Minister, who oversees the area of Planning and Development, the power to advance actions, which are needed for the effective development of the Nacala Special Economic Zone.

Approved by the Council of Ministers on December 18, 2007.

Let it be published

**THE PRIME MINISTER**

Luisa Dias Diogo

**Appendix C. Draft Regulation on Special Economic Zone**



Republic of Mozambique  
Ministers Council

Decree n° /2008  
from \_\_\_\_\_

An awareness of the need to regulate Law n° 3/93 from 24 June, the Investment Law and particularly the implementation of Special Economic Zones led to the adoption of this decree by the Ministers Council under section 1.f of Article 204 of the Constitution and Article 29 of the Investment Law

**Article 1**

It is approved the Special Economic Zones Regulation, which is attached to this decree, forming an integral part of it.

**Article 2**

The Ministers of Planning and Development, Finance, Labor, Home Affairs and Environment will determine within their field of jurisdiction individually or in cooperation the procedures related to the functioning of the SEZ.

**Article 3**

The Ministers of Planning and Development shall approve set of practical measures, which are necessary for the implementation of this decree, including the forms and models for the applications and licenses.

Approved by the Minister's Council  
Published.

**Prime Minister of the Republic**

**Luísa Dias Diogo**

# **REGULATION OF SPECIAL ECONOMIC ZONES**

## **Chapter I**

### **General Provisions**

#### **Article 1**

#### **Definitions**

1. For the purposes of this regulation, it will be accepted that:
  - a) Certificate of SEZ Operator is a document issued by GAZEDA under these Regulations, which entitles the holder to develop and operate a Special Economic Zone. The Certificate is a sufficient permit for the start of the Operator's activities; it explicitly states the licenses, which have been granted;
  - b) Certificate of Enterprise, operating in SEZ is a document issued by GAZEDA under these Regulations, which entitles the holder to carry out activities for which he has been licensed. The Certificate is a sufficient permit for the start of his operation; it explicitly states the licenses that have been granted;
  - c) Special Economic Zones Council abbreviated as SEZC is a full-time executive body of the Ministers Council, which is responsible for elaborating proposals for the policies on the regional Special Economic Zones and Industrial Free Zones creation and implementation;
  - d) Special Economic Zone Enterprise, shortly known as SEZE is a legal entity, duly registered in Mozambique which, under the terms of this regulation, has been granted a Certificate of SEZE;
  - e) Exports from the Special Economic Zone means output of goods and services from the SEZ out of its customs territory;
  - f) Exports to the Special Economic Zone means output of goods and services from the country's Customs territory into the SEZ;
  - g) Local Supplier is a company, based in the national customs territory, which provides goods or services, intended to the concessionary's or SEZE's continuation of business;
  - h) Office of the Accelerated Development Economic Areas, shortly known as GAZEDA is an executive body of the Special Economic Zones Council, which is responsible for the coordination of all

- activities, related to the creation, development and management of the Special Economic Zones, including the Industrial Free Zones;
- i) Import from Special Economic Zone means the entry of industrial goods and services from an SEZ into the country's customs territory.
  - j) Imports for the Special Economic Zone means the entry of goods into the SEZ from outside the border of the country's customs territory;
  - k) Special Economic Zone Operator, abbreviated as SEZO is a legal entity, duly registered in Mozambique which, under the terms of this Regulation, has been granted a Certificate of SEZO ;
  - l) Special Economic Zone, shortly called SEZ is an area of economic activity in general, geographically defined and governed by a special customs regime under which, all goods entering into, moving within, being industrially transformed in the SEZ or leaving out of the national territory are totally exempt from any customs duties, taxes and related contributions, enjoying in addition a free exchange control regimen, as well as specifically established and appropriate regimens for operations "off-shore", tax, labor and migration, destined to ensure fast entry and efficient operation of enterprises and investors who wish to or are already operating or residing there, particularly in their interaction with and fulfillment of their commercial and financial obligations to the outside world, ensuring in return the promotion of regional development and overall generation of economic benefits and in particular, increasing the production capacity, trade volume, tax revenue, jobs creation and revenue in foreign currency for the Republic of Mozambique

## **Article 2**

### **Subject**

This regulation aims at establishing legal framework and mechanisms for integration, coordination, planning, implementing and monitoring the functioning of the Special Economic Zones.

**Article 3**  
**Scope of application**

This regulation applies to all investments of business and social nature, made or to be made under the Investment Law and developed in areas defined as SEZ.

**Article 4**  
**Declaration of areas**

1. The declaration of areas for development of Special Economic Zones and their approval will be conducted by the Ministers Council, based on a proposal from the Special Economic Zones Council.
2. For the purposes of the preceding paragraph shall be approved by the Ministers Council set of criteria for the Special Economic Zone, based on a proposal by the Special Economic Zones Council.

**Article 5**  
**Permitted activities**

1. All economic and social activities are authorized and entitled to enjoy special benefits in the SEZ, except for those, which, by their nature, are not allowed by law.
2. The construction of basic infrastructures for the development of a specific Special Economic Zone is considered an authorized activity, entitled to enjoy the benefits, granted to the activities to be developed in the SEZ.

**Article 6**  
**Concession of land**

1. The granting of the land-use and exploration right to companies under the SEZ is made under the Act in force through issuance of Land -Use and Development Right Certificate (DUAT).
2. GAZEDA should, in coordination with the authorities overseeing the land, establish specific procedures for the speedy issuance of the DUAT title.



**Article 7**  
**Environmental impact**

1. The creation and development of the SEZ or/and the SEZ Enterprises should be preceded by the necessary environmental impact assessment in accordance with the existing legislation.
2. GAZEDA, in coordination with the Ministry of Environmental Action Coordination, should adopt a set of measures and procedures to expedite the issuance of environmental permits for projects to be implemented in the SEZ, as well as the definition of criteria for projects and activities that do not require environmental impact assessments.

**Chapter II**  
**Regimens**

**Section I**  
**Tax and customs Regimen**

**Article 8**  
**Tax and customs Regimen**

1. Operators and companies operating under the Special Economic Zones regimen are subject to the taxes, currently in force in the Republic of Mozambique.
2. It is allowed the entry to the SEZ of goods of any kind, quantity, provenance and origin, provided that their import is not prohibited by law.
3. The tax and customs benefits, applicable to the activities referred in the preceding paragraph, shall be included in separate legislation.

**Article 9**  
**Sales to the local market**

1. The SEZ Enterprises are allowed to sell their products to the local market and they should pay all taxes, which are determined by the current law, including customs duties, value added tax and excise taxes.
2. For cases in which certain products and goods benefit from lower duties or are duty free within the framework of bilateral or regional

agreements, in comparison to those duties, resulting from the implementation of a paragraph 1 of this article, these lower duties should be considered in for local market sale of similar goods produced in the SEZ.

3. For the purposes of the preceding paragraph shall not be considered the origin criteria.

## **Article 10**

### **Imports to and Exports from the Special Economic Zones**

1. When imported into the SEZ, the raw materials, goods and equipment, enter the country through the customs offices including ports, airports, land borders, going directly to the SEZ Enterprise in Customs Transit regimen to a place, where they can be inspected.
2. To proceed with the imports, referred in the previous paragraph, the importers (SEZ Enterprise and SEZ Operators), need to present the following documents:
  - a) Single Import License – Documento Unico (DU);
  - b) Commercial invoices with detailed listing of goods;
  - c) Bill of lading, Notice of Arrival, Air waybill, Guide of the Goods Movement (Memorandum), depending on whether the transport is done by sea, rail, air or road, respectively.
3. The provisions of the preceding paragraph shall not prevent the implementation of bans or restrictions, resulting from moral issues, concern for public safety and security or restrictions arising from international treaties and resolutions, which are ratified by the Republic of Mozambique.

## **Article 11**

### **Local suppliers**

Sales of goods and services by local suppliers to the SEZ, which are destined for the pursuit of a licensed activity by a SEZ Enterprise or Operator, are classified as exports.

## **Section II**

### **Labor regime**

## **Article 12**

### **Labor regime**

1. All legal instruments, which govern the subordinate work, except if it is otherwise stated in this decree and other specific legislation, are applicable for the SEZ Operators and Enterprises.
2. Hiring of foreign workers to perform licensed activities in the SEZ is permitted.

### **Article 13**

#### **Information on foreign workers**

1. The Operators and Enterprises in the SEZ, shall, for purposes of licensing and registration, inform through GAZEDA the authorities about the recruitment of foreign workers
2. The foreign workers must have professional qualifications and expertise that the country needs and their admission can only take place provided there is no national who possess such qualifications or the required number of such workers is insufficient for the job intended.
3. Failure to comply with the established in the previous paragraph can lead to a process of verification by GAZEDA, done in coordination with the competent authorities; it will culminate with issuing recommendations on the hiring of certain foreign workers.
4. The number of foreign workers in each SEZ Operator or Enterprise is not subjected to any quota system.

### **Article 14**

#### **Beginning of employment for foreigners**

1. The beginning of employment for foreign workers in the SEZ can occur before the relevant authorization is given and the contract in this case must be subjected to the condition subsequent.
2. The use of the method, mentioned in the previous paragraph, obliges the employer to submit an application through GAZEDA to the competent organ of government's labor administration, requesting the approval of hiring of foreign worker for up to 45 days from the date of commencement of employment.
3. If the work permit is subsequently denied, the date of receipt of the rejected application is considered the date of termination of the contract and all the rights of the foreign workers in relation to the time when the contract was running should be respected.

## **Article 15**

### **Procedures for authorization and work permit**

1. When the Operators or Enterprises of SEZ wish to hire foreign workers, they should require so through GAZEDA from the Minister who oversees the area of employment.
2. The applications, referred to in the preceding paragraph, shall include the following information:
  - a. Name, address and description of employer's business;
  - b. Name, age, nationality and passport number of the foreign worker;
  - c. Job description and duration of the contract;
  - d. Tertiary education certificates or information referred to his technical-vocational and professional experience supplied by the worker's last employer and attached to his "curriculum vitae";
  - e. Statement of compliance with the established in number 2 of Article 13;
  - f. Four copies of the employment contract signed by and between the parties, detailing the conditions of employment, salary, terms of payment and paid holiday leave.

## **Article 16**

### **Exemption from taxes**

Applications for work permits for foreign workers are exempt from taxes.

## **Article 17**

### **Competence and delegation of powers**

1. The Minister who oversees the area of Labor shall take steps to ensure the effective implementation of this regimen.
2. The Minister who oversees the area of Labor may delegate to the representative of the Ministry of Labor in GAZEDA sufficient powers to implement the provisions of this regimen.

## **Section III Migration Regimen**

**Article 18**  
**Migration Regimen**

1. Investors and their authorized representatives may be granted the right of permanent residence in the country, extended to their spouses and minor children, if properly substantiated by GAZEDA.
2. Alien workers, hired to provide services in the SEZ may be granted the right of temporary residence permit.
3. Professionals, such as foreign architects, lawyers and economists, who are not organized in corporate form, must, in order to be granted the right to permanent residence permit, generate annual net revenue of their work not less than the equivalent in U.S. dollars to six hundred and twenty -five thousand Meticaís (625,000.00 Mt).
4. Foreigners with granted residents status are allowed to move freely within the national territory, without any other kind of permission, issued by the authorities of migration being required.
5. Will be awarded the right of precarious residence permit to experts, hired for the development of certain activities in the SEZ, provided that there are no such experts within the national territory.
6. GAZEDA, in coordination with the competent authorities, should establish simple and expeditious procedures for the issuance of residence permits and work visas referred in this article for foreigners, which are to be hired to provide services in the SEZ.

**Section IV**  
**Foreign Exchange Regime**

**Article 19**  
**Foreign Exchange Regime**

1. The special foreign exchange regime, which will be enjoyed by the entities covered by this regulation is ruled by the provisions of subparagraph d) of Article 31 of Law no. 3 / 96 from 4 January.
2. Permission is granted to companies under the SEZ to open, maintain and handle accounts in foreign currencies inside and outside the country.
3. The Bank of Mozambique should be informed regarding the details of maintenance and operation of such accounts abroad.
4. The import of capital for the purpose of formation or increase of the company's share capital under the SEZ will be registered upon presentation of documentary evidence to the Bank of Mozambique, which will issue the certificate of registration.
5. Within the SEZ are allowed a free foreign exchange system and operations "off-shore."

#### **Article 20**

##### **Transfers to the outside**

1. The transfer of profits and dividends to the outside will be made, with the prior authorization from the Bank of Mozambique, provided that such investments have been previously registered with the Central Bank and after the payment of the due taxes has been made.
2. The repatriation of capital can be made on condition that the provisions in the special legislation are complied with.

#### **Article 21**

##### **Financing**

The companies operating in the SEZ can obtain funding from abroad without prior authorization from the Bank of Mozambique or any other entity, being only obliged to provide the Central Bank with a copy of their financing arrangement agreement for the purpose of registration.

### **Chapter III**

#### **Procedures for Creating and Licensing**

#### **Article 22**

##### **Proposal for establishment of SEZ**

1. The proposals for SEZ creation should be submitted to the Council of Ministers for approval by the SEZ Council.
2. The Provincial governments, local authorities and other interested parties may, in accordance with the procedures defined by GAZEDA, submit proposals for establishment of SEZ to the Ministers Council. They shall, however, obtain prior positive assessment from SEZ Council.
3. The proposals referred to in the preceding paragraph shall include, when required, the following information among others:
  - a) Name and headquarters address of the applicant;
  - b) Certified copy of the applicant's articles of association;
  - c) Topographic map of the proposed area for SEZ development
  - d) Economic feasibility study, investment program and its sources of funding.

### **Article 23 Licenses**

1. The permits for installation, operation and carrying out activities in the SEZ are an official administrative authorization and may not be a subject of private legal business.
2. The transfer of establishments, whose installation, operation, reopening, modification of equipment or change of location have been licensed under this regulation, depends on the prior consent from GAZEDA and is subjected to registration and endorsement of their license.
3. A conclusion of any juridical transaction, which is in violation of the provisions of the preceding paragraphs, will result in the revocation of the license with all the legal consequences resulting from there.

### **Article 24 Management of SEZ**

The SEZ are managed by Operators, licensed to do so, which are supervised and monitored by GAZEDA, considering that the SEZ customs territory is operating under its own regime.

### **Article 25 Certificate of Special Economic Zone Operator**

1. GAZEDA will issue Certificate of SEZ Operator, after the project is been approved by the Ministers Council;

2. The certificate referred to in the previous paragraph will be the single instrument, which is sufficient for the start of the SEZ Operator's business activities, stating explicitly what licenses have been granted.

## **Article 26**

### **Approval of SEZ Enterprises**

1. The process related to the approval and licensing of SEZ Enterprise is coordinated by GAZEDA.
2. For the purposes of the preceding paragraph, GAZEDA acts as a Single Licensing Center, serviced by officials from the relevant fields with considerable decision powers with respect to the various necessary licensing, in order to facilitate and accelerate the realization of the investments in the SEZ.
3. GAZEDA shall provide the relevant fields with information, related to the number and type of licensed companies for the purpose of registration in their databases.

## **Article 27**

### **Application for Licensing of SEZ Enterprise**

1. Applications for licensing of SEZE, must be submitted to GAZEDA, accompanied by the following documents:
  - a) Application form for licensing of SEZE;
  - b) Contract-promise for leasing and / or purchase and sale of property;
  - c) Economic feasibility study;
  - d) A document, proving that the company which is implementing the project has a commercial registration within the national territory.
2. Depending on the nature of the project to be licensed, GAZEDA may request submission of additional documents.

## **Article 28**

### **Powers and the deadline for Licensing**

1. The Licensing of a SEZE will be done by GAZEDA, acting as a Single Licensing Center, through the issuance of appropriate Certificate of SEZE within a maximum of five (5) business days after receipt of the application, which Certificate must be accompanied by permits and individual registrations, issued by each one of the areas responsible for licensing and registration.
2. The licensing of SEZE includes related to the project's implementation recommendations, issued by the authorities.



3. The failure to issue a certificate within the period specified in the preceding paragraph, the applicant has the right to start the project implementation, provided that he duly fulfilled the requirements for eligibility under the SEZ.
4. The Certificate of SEZE is the single document, which is sufficient for the start and performance of the applicant's business activity.

### **Article 29**

#### **Deadline for installing a SEZE**

1. The deadline for the start of the company's activity, which is wishing to operate in the SEZ, is stated in its Certificate.
2. In the event of complete disruption of the activity of the enterprise before the end of its Certificate's term or the extensions, and since there has been no transfer under the terms of this Regulation, GAZEDA will determine the destination of the enterprise, taking in account the interests of the country.

### **Article 30**

#### **Periodic inspections**

1. The Inspections to SEZO and SEZE are subjected to prior authorization from GAZEDA.
2. The institution that seeks to carry out the inspection should ask GAZEDA for permission at least 30 calendar days before the date, informing about the motive for the inspection.
3. GAZEDA has the responsibility to notify the SEZO and SEZE about the nature and date of the inspection, not less than 10 working days before.
4. If the company is unable to receive the inspection team on the specified date, it must indicate the new date not later than 10 working days from the originally proposed date.
5. The provisions, made by number two of this Article, shall not apply to inspections requested by the Tax Authority, when there is evidence of customs duties fraud or tax evasion.
6. The inspections mentioned in this article should be monitored by a representative of GAZEDA and the SEZ Operator and should be conducted in a manner which does not cause disruption or interruption of the normal company's activity.

**Article 31**  
**Sale and transfer of goods and merchandise**

The goods and other property may be sold or transferred free in the SEZ by one company to another.

**Article 32**  
**Sale of property, improvements and services**

1. SEZ Operators, which are carrying out works of construction and / or improvements inside the EEZ may freely sell or lease the buildings, provided that they will be used for activities permitted under the SEZ.
2. These Operators can freely set the prices of any goods and services that are destined to companies in the SEZ.
3. In the case of sale of services such as water and power supply or telecommunications services to SEZ, the conditions of these services and their marketing will be established directly by interested parties, in coordination with the competent authorities.
4. The Operators should provide GAZEDA with copies of the contracts made between them and businesses within the SEZ, and there should be observed total discretion and confidentiality with respect to the contracts content.

**Chapter IV**  
**Transitional Provisions**

**Article 33**  
**Transitional arrangements**

1. Pending the approval of the additional legislation, the procedures for Industrial Free Zones will apply to the SEZ regimen till the necessary adaptations.
2. The provisions of the Customs Regimen and customs transit from the Industrial Free Zones Regulation shell apply, till the necessary adaptations, for entry and exit of goods to and from the SEZ.

### Appendix D. Field Survey Schedule (Phase 1)

No.	Date		Time	Schedule
1	26-Aug	Tue	AM	
			PM	Leave from Japan
2	27-Aug	Wed	AM	Arrive in Maputo, Mozambique
			PM	CPI and GAZEDA Team meeting
3	28-Aug	Thu	AM	Ministry for Planning and Development Ministry of Industry and Trade
			PM	ALL (Ayr Logistics Lda) – Oil Refinery ARKHE Risk Solutions (Security company)
4	29-Aug	Fri	AM	Millennium Challenge Account (MCA) IPEX IFC
			PM	Co-federation of Business Associations (CTA) JICA
5	30-Aug	Sat	AM	Leave Maputo for Nampula
			PM	Move to Mozambique Island
6	31-Aug	Sun	AM	Leave Mozambique Island for Nampula
			PM	Observation of Nampula city
7	1-Sep	Mon	AM	Nampula Province Integrated Development and Coordination Unit Government of Nampula Province
			PM	Move to Nacala
8	2-Sep	Tue	AM	Nacala Municipal council Nacala Port District Government Maiaia Group
			PM	CDN (Nacala Port) Visit to Nacala Port
9	3-Sep	Wed	AM	Nacala a Velha District Government Visit to oil refinery planned area
			PM	ARJ (Cinac) Cement factory
10	4-Sep	Thu	AM	Manica (Freight company) Export Marketing (Warehouse company) Plastic factory
			PM	Visit to Nacala airport
11	5-Sep	Fri	AM	MPD/GAZEDA (at Monapo district) Matanuska
			PM	CDN (Nampula) Observation of road condition beyond Nampula
12	6-Sep	Sat	AM	Leave Nampula for Maputo
13	7-Sep	Sun	PM	FACIM (Trade exposition)
14	8-Sep	Mon	AM/PM	Observation of Maputo City and Report preparation
15	9-Sep	Tue	AM	Data collection: tariff table and census statistics
			PM	DUYS Engineering Group (Beluluane IFZ) GAZEDA at CPI
16	10-Sep	Wed	AM	Data collection: Maps
			PM	World Bank
17	11-Sep	Thu	AM	MCC
			PM	Report to Embassy Report to JICA
18	12-Sep	Fri	AM	Arrive in Hong Kong
			PM	Arrive in Tokyo

**Member (Phase 1)**

Mr. TANAKA Hidekazu	MURC	Team leader/Industrial Development Policy Analysis
Mr. FUKUNAGA Tetsuya	MURC	Trade and Investment Promotion Policy Analysis
Mr. ONISH Hajime	MURC	Infrastructure Development Analysis
Mr. WAKASUGI Kenji	MURC	Special Economic Zone Development Analysis
Mr. ROBBETZE David	ERA	Regional Economic Development Analysis
Mr. IBO Ramos		Translator

**Field Survey Schedule (Phase 2)**

No.	Date	Time	Schedule	
1	11-Oct	Sat	AM	
			PM	Leave from Japan
2	12-Oct	Sun	AM	Arrive in Maputo, Mozambique
			PM	Team meeting
3	13-Oct	Mon	AM	Preparation for presentation
			PM	Embassy of Japan GAZEDA and MPD at CPI(briefing) JICA
4	14-Oct	Tue	AM	Leave Maputo for Nampula Arrive in Nampula, move to Nacala
			PM	Briefing with GAZEDA
5	15-Oct	Wed	AM	Courtesy call to Nacala-Porto Administrator REPORT/PRESENTATION in Nacala
			PM	Visit to tourism development site in Nacala
6	16-Oct	Thu	AM	Leave Nacala for Nampula
			PM	Leave Nampula for Maputo
7	17-Oct	Fri	AM	REPORT/PRESENTATION in Maputo
			PM	JICA Mozambique Office
8	18-Oct	Sat	AM	Leave Maputo for Johannesburg
			PM	Leave Johannesburg for Hong Kong
9	19-Oct	Sun	AM	Leave Hong Kong for Tokyo
			PM	Arrive in Tokyo

**Member (Phase 2)**

Mr. TANAKA Hidekazu	MURC	Team leader/Industrial Development Policy Analysis
Mr. WAKASUGI Kenji	MURC	Special Economic Zone Development Analysis
Mr. NGUYEN VAN Tap	Vietnam	Special Economic Zone Development Analysis
Mr. ROBBETZE David	ERA	Regional Economic Development Analysis
Mr. IBO Ramos		Translator

## Annex E. List of Contacts

### List of Contacts

JAPAN
Embassy of Japan
JICA
Mozambican Central Government Organization
Airport Site (Military Base Zone)
CPI / GAZEDA
Ministry of Industry and Trade
Ministry of Planning and Development
Mozambican Province and District Government Organization
District of Nacala-Porto
Nacala-a-Velha District Office
Nacala Municipality
Nampula Province (Integrated Development Coordination Unit)
Nampula Province Local Government (Permanent Secretary)
Mozambican Association and Private Sector
ALL (Ayr Logistics Lda) – Oil Refinery
ARKHE Risk Solutions (Security company)
CDN (Northern Development Corridor/ Railway)
CINAC (Cement of Nacala)
CTA
DUYS Engineering (located in Beluluane Industrial Free Zone)
Exporting Marketing (Warehouse and Trade)
IPEX
Matanuska (Banana plantation)
MAIAIA Group
MANICA (Shipping Agent)
International Donor Agency
IFC
MCC
World Bank

## Appendix F. List of Participants to presentation at Nacala and Maputo

### Nacala Special Economic Zone Seminar - Nacala

Date : October 15, 2008 AM10:00-AM12:00

#### List of Participants

No.	NAME	Organization	Category
1	Danilo Nalá	GAZEDA	Central Gov
2	António Luís	MPD	Central Gov
3	Mussa Inze	Nampula Province	Provincial/District
4	Branquireho Ferro Nhombe	Nampula Province	Provincial/District
5	Felicidade Muocha	Nampula Province	Provincial/District
6	Nélia Pedro	Nampula Province	Provincial/District
7	Chale Ossufo	Nacala Porto District	Provincial/District
8	Olivia Chaicomon	Nacala Porto District	Provincial/District
9	Gilberto Thumbo	Nacala air base	Provincial/District
10	Miguel Bernardo	CDN	Related Organization
11	Alfredo Mafuca	CFM-Nacala	Related Organization
12	Jahamo Sale Calim	IPEX	Related Organization
13	Antonio Pereira Momade	CTA	Private sector
14	Loues vaseoncelo	Astra - Nampula	Private sector
15	Cretluo Brito dos santos	Lsshotur - Nampula	Private sector
16	NGUYENVAN TAP	Quang Ngai Department of Foreign Affairs, Vietnam	Study Team
17	Hidekazu Tanaka	MURC	Study Team
18	Kenji Wakasugi	MURC	Study Team
19	Ramos Silverio Ibo		Study Team

## Appendix F. List of Participants to presentation at Nacala and Maputo

### Nacala Special Economic Zone Seminar - Maputo

Date : October 17, 2008 AM10:00-AM12:00

#### List of Participants

No.	NAME	Organization	Category
1	Adriano Ubisse	MPD	Central Government
2	Danilo Nalá	GAZEDA	Central Government
3	José Antunes	GAZEDA	Central Government
4	Anísio A Chemane	MPD	Central Government
5	António Luís	MPD	Central Government
6	Horácio Dombo	CPI	Central Government
7	Sérgio Macamo	Ministry of Industry and Trade	Central Government
8	Anabela Chamбуca	Ministry of Finance	Central Government
9	Moya Zainal	Ministry of Finance	Central Government
10	Angélica Francis	Ministry of Transportation and Communication	Central Government
11	Fernando Couto	CDN	Related Organization
12	Niquice Junior	CDN	Related Organization
13	Domingos Bainha	CFM	Related Organization
14	Jose Jossias	IPEX	Related Organization
15	Masami Shukunobe	JICA	Donor
16	Akiko Abe	JICA	Donor
17	António Nugufang	World Bank	Donor
18	Emy Bat	IMF	Donor
19	Paulo Fumane	Millenium Challenge Account Mozambique (MCA)	Donor
20	Enia Megui Bicoco	Embassy of Italy	Donor
21	Comos Fontes	ASDI (SIDA)	Donor
22	Evesquoz Michael	Swiss Agency for Development and Cooperation (SDC)	Donor
23	Armindo Rios	Investment and External trade agency of Portugal	Donor
24	Hercílio Almeida	Ayr Logistics (Oil refinery)	Private Secvtor
25	Shinichi Hasegawa	Sumitomo Corporation	Private Secvtor
26	Coun Mggrorie	(Consultant)	Private Secvtor
27	NGUYENVAN TAP	Quang Ngai Department of Foreign Affairs, Vietnam	Study Team
28	Hidekazu Tanaka	MURC	Study Team
29	Kenji Wakasugi	MURC	Study Team
30	David Robbetze	ERA	Study Team

## Appendix G. References

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Study Commissioned by: Japan International Cooperation Agency  
(JICA)

# Preliminary Study for Master Plan Formation on Nacala Special Economic Zone (NSEZ)

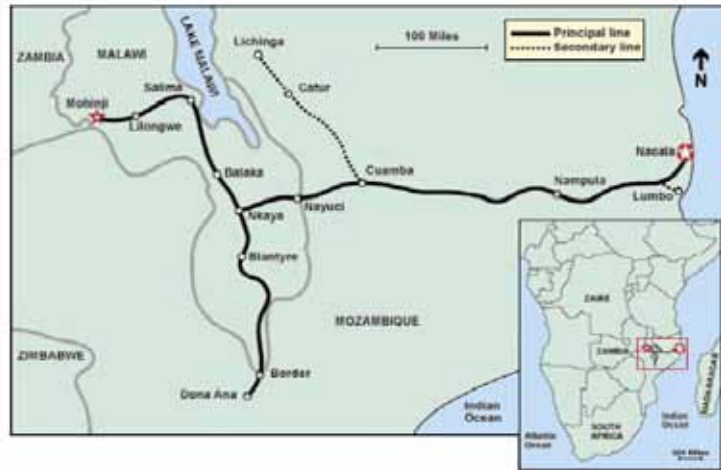


Mitsubishi UFJ Research and Consulting

## I. Introduction

1. Background and Objectives
  - Nacala Special Economic Zone (NSEZ) was established by Decree No. 76/2007
  - GAZEDA (Economic Zones Office for Accelerated Development) by Decree No. 75/2007
  - JBIC and CPI/GAZEDA organized seminar on Nacala Economic Corridor with participation of Vietnam expert, as a part of south-south cooperation
  - JBIC further render its assistance in preparing development plan of NSEZ
  - The objective of this Study is to provide recommended directions (action plan) to form a master plan development.
  - The Study is intended to consolidate all available information regarding NSEZ, and provide analysis on possibility of development with dynamic perspective for Nacala Economic Corridor and regional industrial development in the future.

### Nacala Corridor



Source: Nacala SDI



## 2. Review of Previous Studies

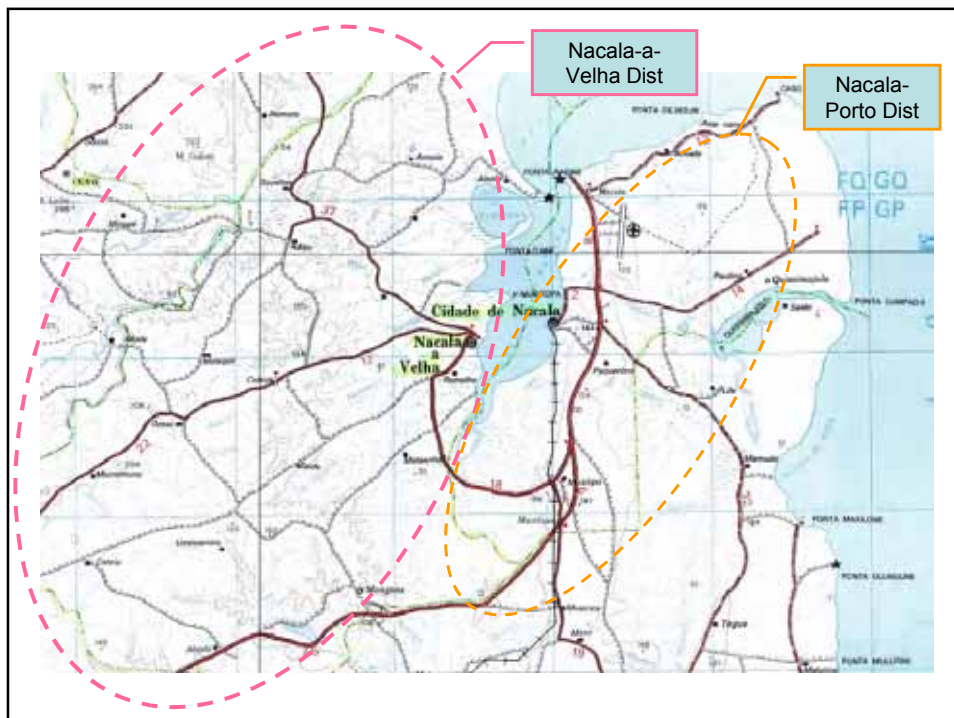
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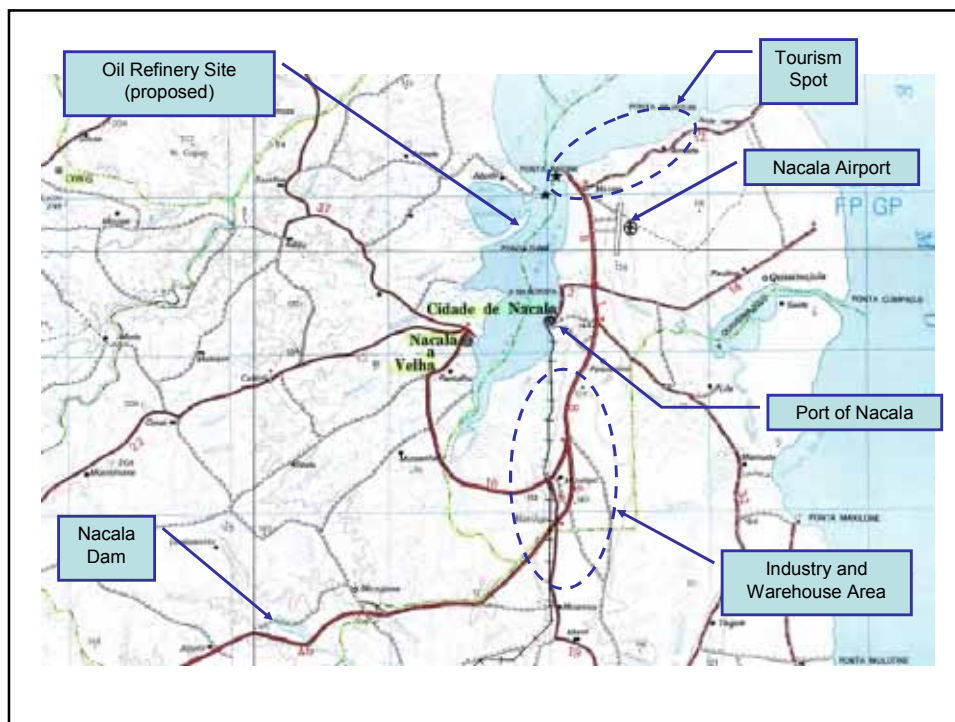
## II. STUDY RESULTS

1. Outline of the Target Area
2. Existing Plans and Long-term Perspective
3. Institutional Framework of Special Economic Zone
4. Development Potential of Nacala SEZ from Local Resources and Corridor Extension

## 1. Outline of the Target Area

- The total area is 1,539km<sup>2</sup>: large area.
- Total population: 297,000.
- Infrastructure: urbanized in Nacala-Porto, undeveloped for Nacala-a-Velha
- Transport service, warehousing, trading processing, tourism in Nacala-Porto
- Subsistence farming and salt industry in Nacala-a-Velha

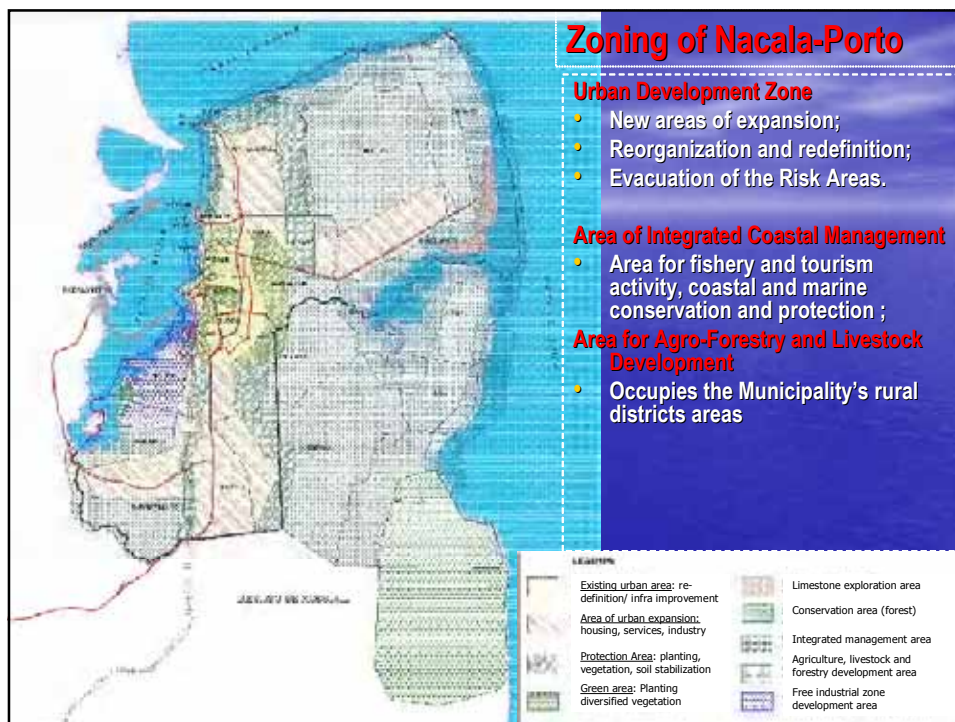




## 2. Existing Plans and Long-term Perspective

- National and Provincial Plans: emphasis on economic growth for poverty reduction
- Nacala Port Development Plan by CFM/CDN
- Nacala City Plan Study (2006.7)
- Investment projects: Oil refinery at Nacala-a-Velha, Banana plantation in Monapo, cashewnuts, peanuts and sesame oil.





### 3. Institutional Framework of Special Economic Zone

- 1993 Investment Law
  - Industrial Free Zone (IFZ): 3 cases
  - Special Economic Zone (SEZ): 0 case
- Draft of SEZ Regulation: elaborates on
  - Land concession
  - Environment impact
  - Taxation
  - Sales to domestic market
  - Import and export
  - Provision for foreign employment, etc

#### 4. Development Potential of Nacala SEZ from Local Resources and Corridor Extension

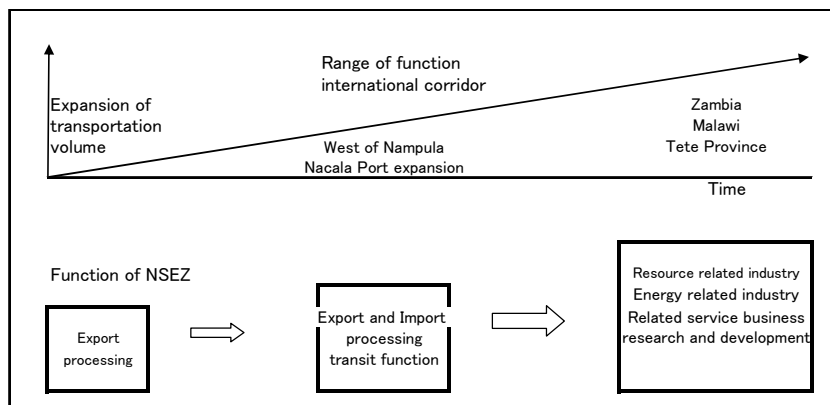
- Status of development of Nacala Corridor infrastructure: roads, railroads, port, airport, water and electric power
- Private investment trend
  - Regional resource based industry for export
  - Import processing industry for domestic and inland country market
  - Large scale project in energy sector

### III. Recommendation for Development Path and Direction

1. Basic Principles for Nacala SEZ Development
  - Timeframe Consideration
  - Regional Characteristics
  - Phased Development
  - Environmental Concern
  - Harmonization with Local Community



## Expected Evolution of Function of NSEZ



## 11 Key subjects to be covered by Master Plan

1. Land use zoning
2. Infrastructure development
3. Environment protection
4. Distribution system
5. Human resource development
- 6-1. Industrial development
- 6-2. Agriculture product
7. Export and import
8. Investment promotion
9. Tourism
10. Local community support
11. Regulatory framework

## 2. Plans and Strategies Covered by Master Plan for Nacala SEZ

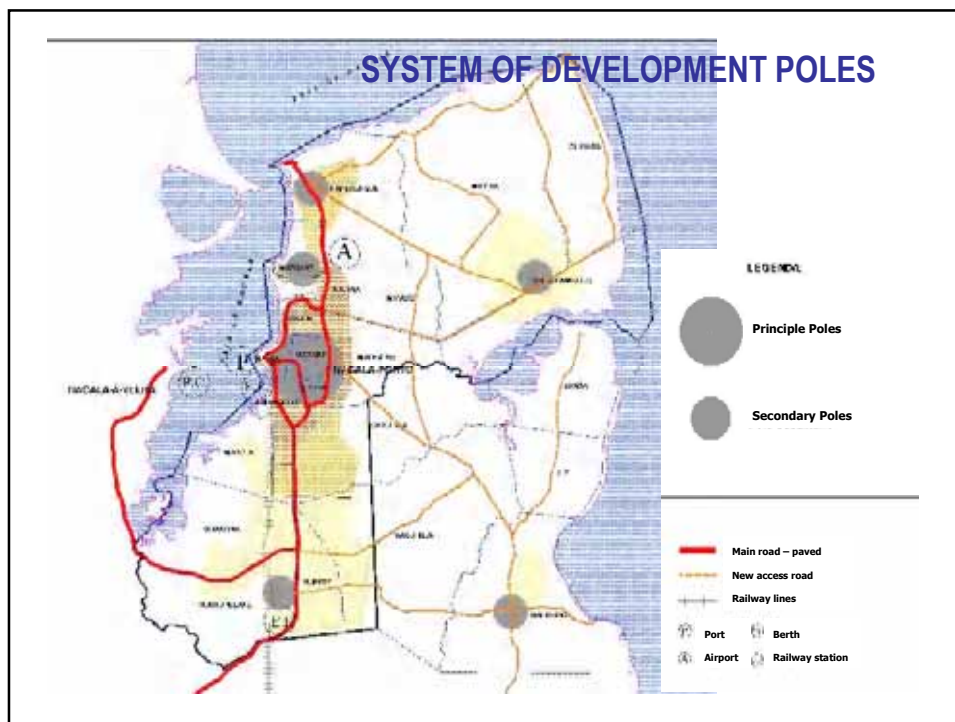
### 1) Land Use Zoning Plan

#### Current State

- There is no authorized land use plan both for Nacala Port District and Nacala-a-Velha District.
- There is no “official” defined areas for industrial development to guide the private developers.
- Severe lack of collaboration and coordination with the oil refinery project can be observed, specifically in terms of overall planning process.

#### Future Direction

- To implement land use planning and zoning efforts in defined areas to guide the actions of private developers.
- To develop zone designation criteria in the zone law and implementing regulations to ensure that private zones are conveniently located.
- To establish a land use planning and infrastructure development unit in the government to ensure adequate planning and support of offsite infrastructure provision.



## Zoning: Recommended Actions

- To prepare a guiding principle for determining the overall size of the development of the NSEZ, by considering the adaptation to the current and future level of economic development of the Nacala region.
- To prepare principles of planning of land utilization, such as to prevent disorderly development in advance and to aim for appropriate land use and natural environmental protection.
- To establish a sort of "Land Use and Zoning Committee" participating relevant stakeholders to coordinate the whole process of the land use planning.

## 2) Infrastructure Development Strategy

### Current State

- The comparative advantage of Mozambique in infrastructure development is “electric power is abundant and cheap.”
- Mutual linkages between current power projects and the NSEZ development is not fully taken into consideration.
- Water shortage is one of the critical weak points.
- The urgent issue of Nacala Port is to refurbish the existing facilities and to expand the cargo transaction capacity.

### Future Direction

- In the short run, urgently recommended to provide basic infrastructure for NSEZ.
- Improvements in water supply capacity and in power supply service level are the main concerns.
- From the medium to long term perspective, how to effectively access to northern Mozambique, Malawi and Zambia are the key.
- Long term infrastructure development strategy for cross-border infrastructure with Malawi and Zambia is needed.

### Infrastructure: Recommended Actions (in the short term)

Areas for Actions	Short-Term Action Plan (up to FY 2015)	Stakeholder In Charge
Water Supply (Industrial)	<ul style="list-style-type: none"> <li>• A water treatment plant (of which source is groundwater) will be newly constructed at the areas where industries are to be concentrated within the NSEZ.</li> </ul>	Nacala Porto Nacala-a Velha Nacala Municipality FIPAG
Water Supply (Drinking)	<ul style="list-style-type: none"> <li>• Rehabilitation of existing dam, water treatment facilities, etc.(through MCC projects)</li> </ul>	EdM
Electricity	<ul style="list-style-type: none"> <li>• Rehabilitation of power transmission line (110kV) between Cahora Bassa – Nampula – Nacala</li> <li>• Construction of Malawi-Mozambique Interconnector transmission</li> </ul>	EdM
Roads	<ul style="list-style-type: none"> <li>• Improvement of secondary roads inside Nacala Porto District</li> <li>• Pavement of secondary roads inside Nacala Velha District</li> <li>• Construction of access roads to oil refinery plant site (at Nacala Velha District)</li> <li>• Pavement of arterial road between Cuamba - Malawian border</li> <li>• Pavement of arterial road between Cuamba - Lichinga</li> </ul>	ANE
Railroads	<ul style="list-style-type: none"> <li>• Improvement of railroad operation between Nacala - Nampula</li> <li>• Improvement of railroad operation between Nampula - Cuamba</li> <li>• Rehabilitation of rail track between Cuamba - Lichinga</li> <li>• Rehabilitation of rail track between Cuamba - Entre Lagos</li> <li>• Improvement of operational condition of the rail inside the Nacala Port</li> <li>• Construction of access railroads to oil refinery plant site</li> </ul>	CDN CFM
Port	<ul style="list-style-type: none"> <li>• Expansion of cargo handling capacity (from current 45,000 TEU/year to 70,000 TEU/year)</li> <li>• Enhancement of refrigerated container handling capacity</li> <li>• Construction of cold chain-related facilities (incl. refrigerated warehouses, etc.)</li> <li>• Construction of agro-products storage facilities (such as cereal silos)</li> <li>• Improvement of port operation and administrative procedures (introduction of stevedoring facilities like gantry cranes, etc.)</li> <li>• Opening scheduled container lines</li> <li>• Rehabilitation of bulk cargo terminal</li> </ul>	CDN CFM
Airport	<ul style="list-style-type: none"> <li>• Joint operation for military-civilian use</li> <li>• Construction of passenger terminal (quick-built unit)</li> <li>• Start to operate chartered international flights, including air cargo</li> </ul>	Not known Army
Telecommunications	<ul style="list-style-type: none"> <li>• Introduction of optic fiber cable to the NSEZ</li> <li>• Further dissemination of fixed telephone lines at Nacala and Nampula city area</li> </ul>	Mozambique Telecom
Solid waste management	<ul style="list-style-type: none"> <li>• Utilizing landfill disposal site for solid waste</li> <li>• Construction of composting facilities inside the NSEZ</li> </ul>	Nacala Porto Nacala-a Velha Nacala Municipality

### 3) Environment Protection Strategy

#### Current State

- Nacala-Porto: partly urbanized, potential problems by industrial and urban waste.
- Nacala-a-Velha: under developed area with intact nature, no protection measures imposed.

#### Future Direction

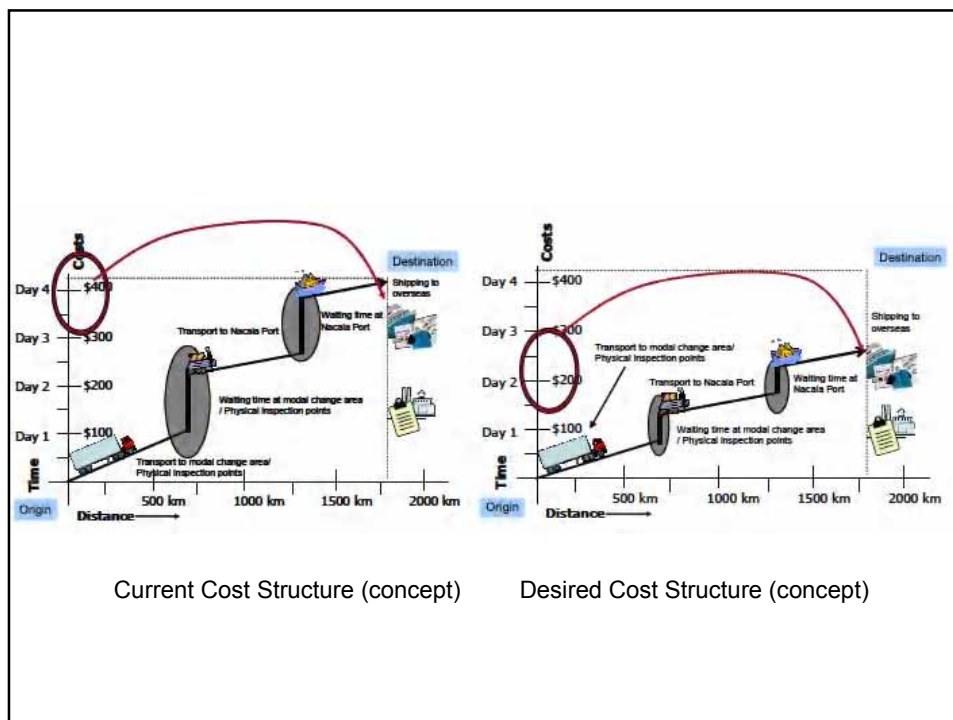
- Well-controlled solid waste, sewage system and air pollution through regulatory and technical measures.
- Nature preservation measures with designated protection area and monitoring.
- Seek for zero-emission recycling society with reduced amount of total waste volume.

### Environment: Recommended Actions

- Environment inventory study to comprehend the area's current environment.
- Bay Area: Studies to set-up affluent standard by industries and urban waste water.
- Inland Green and Protection: To regulate development by cutting plants from soil erosion prevention.
- Urbanized Area: Measures to handle solid waste and building sewerage system.
- Tourism Area: Measures for waste water treatment and intact natural resource preservation.
- Industry: Guide for zero-emission system.



# Appendix H Presentation Material (English)



## Distribution: Recommended Actions (in the short term)

Key Areas of Actions	Details of Recommended Actions	Stakeholders in Charge
<ul style="list-style-type: none"> <li>Improvement of port operation efficiency at Nacala Port</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of stevedoring time by provision of machines / equipment (such as gantry cranes, forklifts, etc.)</li> <li>Introduction of EDI system for custom clearance procedures</li> <li>Enhancement of handling capacity of refrigerator containers</li> <li>New construction of refrigerated warehouses</li> </ul>	CDN CFM (Nacala Municipality) (Nacala Porto District) (Nampula Province)
<ul style="list-style-type: none"> <li>Improvement of operation efficiency at points of transportation mode change (between truck and rail)</li> </ul>	<ul style="list-style-type: none"> <li>Reduction of transshipment time by provision of machines / equipment (such as forklifts)</li> <li>New construction of "dry port" (at Nampula, for example) where trucks and railroads can efficiently transfer cargos each other</li> <li>Provision of refrigerator containers and trucks at dry port</li> </ul>	CDN CFM ANE (Nampula Province)
<ul style="list-style-type: none"> <li>Improvement of roads and railroads operation</li> </ul>	<ul style="list-style-type: none"> <li>Reducing transportation time by improvement of road condition, especially of secondary roads at rural area</li> <li>Upgrading railroad operation by procurement of new rolling stocks</li> </ul>	ANE CDN CFM (Nampula Province)
<ul style="list-style-type: none"> <li>Provision of Information-related Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Provision of information devices for commercial farms to access market information (especially info. about commercial crops)</li> </ul>	Telecom agency (Nampula Province)
<ul style="list-style-type: none"> <li>Improvement of custom procedures at border facilities</li> <li>Improvement of physical inspection by police</li> </ul>	<ul style="list-style-type: none"> <li>Reducing the time spent for custom clearance by introduction of computerised procedures through IT (such as EDI)</li> <li>Reduction of frequency of physical inspection along the corridor, through mutual collaboration with the police</li> </ul>	CDN CFM Police Department (Nampula Province)

## 5) Human Resource Development Strategy

### Current State

- Literacy rate of Nacala-a-Velha District is less than 20%.
- Higher education facilities only at Nampula.
- Lack of Industrial and engineering skill training institution.
- The majority of the area is agriculture based.

### Future Direction

- Basic education for all population
- Establish technological institutions.
- Create vocational training opportunities.
- Attract human resource from out of region and country.
- Compliant with ILO standards

## HRD: Recommended Actions

- Increase primary and secondary education facilities as a local community development program.
- Establish technological and vocational training institutions reflecting needs of investing enterprises, with assistance by foreign expatriate and volunteers.
- Establish multi-language institutions for international transshipment and corridor development.
- Invite research and development institutions unique to the region's natural resources.
- Foreign employment: Transparent procedure with open regime to foreign expatriate, while avoiding too much dependent on foreign workers at expense of nationals.



A case of Automobile Company to Establish Technological Institution in Japan

Toyota Technological Institute (TTI) was established in 1981 as part of social contribution activities of Toyota Motor Corporation. TTI currently holds 445 students, consists of 364 undergraduate and 65 master's and 16 doctor's students. TTI established its branch institution in Chicago, USA, in 2003.

(source: [www.toyota-ti.ac.jp/](http://www.toyota-ti.ac.jp/))

A case of Research Cooperation in Tunisia

Borj Cedria Technopark in Tunisia is specialized in bio-technology, renewable energy and water resource, based on the country's semi arid land with unique species of plant variety. Tsukuba University of Japan is collaborating with this technopark in several fields of research, including bio-technology, in which field research and experiment is possible in the environment not available in Japan.

## 6-1) Industrial Development Strategy

### Current State

- Processing and packaging for domestic and export market in Nacala area.
- New investment for agro-processing industry.
- Trade and warehousing business is expanding.
- Service: Hotels and restaurants for local and foreign visitors in Nacala City and Fernao Veloso.

### Future Direction

- More integration of processing and packaging industry.
- Large industrial plant harmonizing with environment and local community.
- Manufacturing industry using local resources: agro, mineral and human resources.
- Service sector to support industry and commerce: maintenance, trans-shipment, finance, tourism, education, medical and environment.

## Industry: Recommended Actions

- Current warehouse and industry area along Route 8 to be developed as industrial zone with access roads crossing the main route: Short-term measure.
- Establish plan for manufacturing industry using local resources in consultation with foreign and local manufacturers, investors and marketing companies.
- Establish spatial plan to geared to “zero-emission concept” and environment assessment review and monitoring system for SEZ.
- Encourage research and development function for products development using region’s natural resources.

## 6-2) Agricultural Product Development Strategy

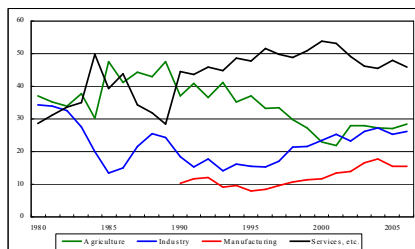
### Current State

- a) Agriculture as major sector from a standpoint of labor force in spite of large value addition by aluminum and bulk electricity by mega projects; in fact, approximately more than 80% of total employment in agricultural sector at present even after mega projects by FDI; however, sectoral value addition in agriculture = less than 30% in recent years and relatively low agricultural productivity by value added per worker in the international comparisons.
- b) In the northern part of Mozambique, approximately 60% of total value addition in agriculture because of serious weak industrial base with subsistence traditional farming by rain-fed cultivation and limited irrigation. As a result, in Nampula Province and Niassa Province, regional value addition per capita = approximately one-third of that in the southern part of Mozambique
- c) Processing of agricultural products as the first priority on the first phase of economic and industrial development = requirement of commercialization of such major agricultural outputs as cashews, cotton, sugar, citrus, timber and/or prawns as product development strategy.

### Future Direction

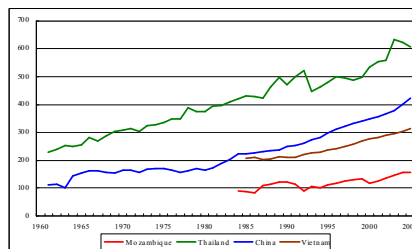
- a) Lot of potentials in the northern part of Mozambique in agricultural production with large uncultivated farmland in low level of irrigation
- b) Agricultural development policies and institutions as the first priorities on official policy documents in Mozambique’s Action Plan for the Reduction of Absolute Poverty (PARPA), Mozambican PRSP, Industrial Policy and Strategy by Mozambique’s Ministry of Industry and Trade especially in Nampula Province’s opportunity; and Nampula Province’s Strategic Development Plan (PEP) for 2003–2007
- c) Requirements of sustainable agricultural production, stable food supply and promotion of rural development at the same time by by using strong agricultural production’s potentials
- d) Requirement of appropriate agricultural product development strategy aiming domestic market as well as international market.

**Chart II-2-11. Sectoral Value Added of Mozambique (Percentage of GDP)**



(Source) World Bank. 2008. World Development Indicators.

**Chart II-2-12. Agriculture Value Added Per Worker (Constant 2000 US\$) by Country**



(Source) World Bank. 2008. World Development Indicators.

## Agriculture Products: Recommended Actions

- a) Promotion of Agricultural Processing and Packaging Industries**
  - Introduction and assistance of suitable technology in agricultural processing and packaging
  - Development of human resources in agricultural processing and packaging
  - Establishment of food safety regulations and standards
  - Collection and provision of domestic and international market information
- b) Improving of Food Distribution Functions**
  - Establishment of food distribution's master plan
  - Building of refrigerated and cold storages' functions based on improving supply-chain system
  - Development of human resources in management of distribution facilities
- c) Strengthening of Development Functions of Agricultural Production Suitable for Northern Mozambique to Improve Agricultural Productivity**
  - Building of agricultural development master plan including improvement of irrigation, drainage, soil erosion, brine damage and/or soil improvement
  - Establishment of experiment and research functions to improve agricultural productivity
  - Development of human resources in experiment and research
- d) Establishment of Disseminating System to Improve Agricultural Productivity**
  - Building of agricultural dissemination measures on vertical directions (from governments to farmers) and horizontal directions (among farmers) including manuals and materials as well as workshops and seminars based on abilities and needs of farmers
  - Education for agricultural extension workers
- e) Establishment of Public Financing Scheme for Farmers**
- f) Promotion of Organizing Farmers**
- g) Establishment of Group Purchasing for Machineries, Seeds and/or Fertilizer**

## 7) Export and Import Development Strategy

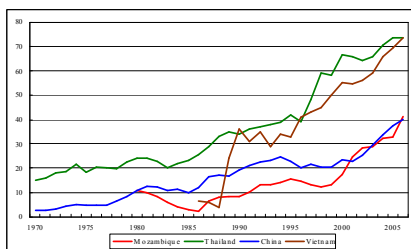
### Current State

- a) Rapid increase of percentage of GDP in exports of goods and services from the end of 1990s thanks to large-scaled and export-oriented mega projects by foreign direct investments (FDIs)
- b) On the contrary, continuation of chronic tendency of deficits in trade account as well as in current account
- c) Continuation of additional FDIs and for sound balance of payment as well as debt sustainability
- d) Consideration of hinterland of trade for northern Mozambique for the first phase, additional inclusion of Malawi and Zambia for the second phase (until mid-2020s) and even inclusion of DRC for the third phase (until mid-2030s).

### Future Direction

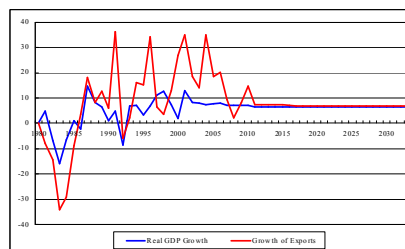
- a) Export promotion of agricultural commodities as the first direction especially for the northern part of Mozambique = For Nampula Province, there are some development potentials (existence of core function of private business as center of northern Mozambique, nodal point of supply-chain of land, ocean and air transportation, extensibility of land use and/or educational and cultural functions.
- b) Requirement of introduction and implementation by maximizing these underlying potentials by using policies and institutional measures for economic and industrial promotion for pursuing poverty reduction, acquisition of foreign currency and sustainable development.
- c) Agricultural commodities' export promotion in the first phase (until mid-2010s) by increasing competitiveness in cost as well as in quality; packaging quality not only for domestic supply but also for international market, and response to standard requirement suitable for partners' market
- d) By strengthening basement for agricultural commodities' export promotion, accomplishment of required preparations for some manufacturing exporting in the second phase and in the third phase

**Chart II-2-13. Exports of Goods and Services (Percentage of GDP)**



(Source) World Bank. 2008. World Development Indicators.

**Chart II-2-14. DSA's Assumption of Real GDP Growth and Growth of Exports (%)**



(Source) IDA and IMF. 2007. Mozambique: Joint World Bank/IMF DSA.

## Trade: Recommended Actions

- a) Establishment of Trade Promotion Strategy
  - Introduction of timeframe consideration (phased development)
  - Environmental concern
  - Harmonization with local community
  - Improvement of private entities
- b) Strengthening of Trade Promotion Organization including Strategic Participation in Domestic and International Trade Fairs and Exhibitions
- c) Improvement and Implementation of Capacities to Harmonize International and Regional Trade Frameworks and Rules
  - Improving capacities to establish policies and institutions
  - Harmonization of international trade policies and domestic economic and industrial policies
  - Promotion of dialogues between government and private entities
- d) Human Resource Development for Administrative Strengthening
- e) Promotion to Provide International Market Information
  - Improvement of collecting international market information
  - Establishment of measures to disseminate market information to farmers
  - Institutional information of trade partners including tariff, trade policies and institutions
- f) Improvement of Testing, Inspections and Quarantine Capacity
- g) Establishment of Efficient and Effective Standardization
- h) Establishment of Efficient Trade Procedure
  - Promotion to introduce information and telecommunication technology (permissions and authorizations, customs clearance, ports, quarantines, port entry and exit procedures)
  - Enhancement of streamlining private procedures including legal claims among shippers, carriers, financial institutions and documentation including shipping contracts and/or insurance contracts)

## 8) Investment Promotion Strategy

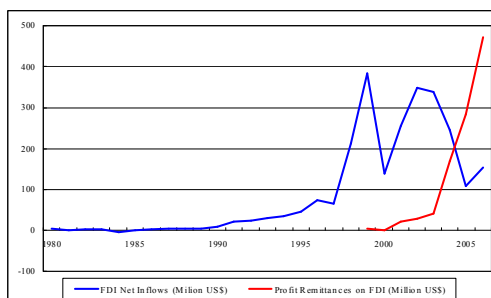
### Current State

- a) Ranking of Mozambique as 141 out of 181 economies in "ease of doing business in total" according to the World Bank's Doing Business 2009
- b) Categories of "protecting investors" and "paying taxes" as 38 and 88, respectively, by great efforts by the Mozambique's government
- c) Increase of Mozambique's gross capital formation as a trend from the end of 1980s
- d) Some new FDIs to Nampula Province for agricultural products by using Nacala (sea) ports.

### Future Direction

- a) Requirement of FDI for capita formation by facing serious shortage of domestic saving
- b) Benefits of FDI for economic and industrial development in job creation, expansion of domestic market for local businesses, tax revenues for government, transfer of hands-on business and management methods and/or technological transfers = Mozal S.A.R.L. as example
- c) Rapid increase of net inflows of FDI to Mozambique from 1998. At the same time, jump up of profits remittances on FDI from from 2004.
- d) Requirement of continuous new and additional FDI as well as reinvestment within the country for sustainable economic and industrial development

**Chart II-2-19. FDI Net Inflows and Profit Remittances on FDI (Million US\$)**



(Source) World Bank. 2008. Global Development Finance.

**Chart II-2-18. New FDI from 2006 to 2008**

Activity	Amount of Investment (US\$)	Production Capacity	Number of Employees	Start-up date	Target Market
Cashew nuts processing	2.3 millions	8 to 10 thousand tons of cashew nuts; storage capacity 6,000 tons	500-600	2008/6/1	Europe, America and Asia
Poultry - Chicken production	2.1 millions	10 to 40 tons of chicken per week	80-121	operational	Nampula, Beira, Maputo; RSA later
Ricina oil (pure)	4.5 millions	10-50 000 tons of ricina oil per year	70-350	2008/7/1	Europe, USA and RSA
Banana production for export	50 millions	100-140 containers per week	3,000 workers and 120 managerial staff	2009-2010	Europe and USA
Processing of white sesame oil	90 thousand excluding raw material and promotion	6 tons of sesame oil with 99% purity, 1500 tons per year	Aassociated producers	2008-2009	Japan, USA and Canada
Peanuts processing	1 million in equipment	4-6 000 tons of peeled semi-roasted peanuts per year	30 permanent	2008/7/1	Mainly RSA; Europe later

(Source) Integrated development coordination unit, Government of Nampula Province

## Investment: Recommended Actions

### a) Establishment and Implementation of Strategy for Attracting FDI

- Targeting of industries
- Targeting of countries
- Introduction and implementation of tax incentives
- Authorization of export processing zones
- Preparation of booklets and materials to attract FDI

### b) Introduction and Improvement of Related Laws

- Introduction and improvement of such required laws as business law, investment law, competition law, local employment law and/or intellectual property law

### c) Strengthening of Investment Promotion Organization

- Improvement of one-stop-service for efficiency and simplification of investment procedures
- Establishment of local companies' database for local supply by involving private entities
- Research of other countries' investment promotion strategy, policy and institution
- Organization of investment promotion's fairs and/or delegations
- Establishment to provide advisers/consultants for local business
- Development of human resources as required and appropriate administrative staffs
- Support of employment offers

### d) Establishment of "Aftercare" Function

## 9) Tourism Development Strategy

### Current State

- National tourism policy and strategy was established in 2003
- There are 18 strategic zones of tourism investment and Nampula province posses 2 strategic zones: Ilha de Moçambique and Chocas Mar
- Ministry of Tourism states that transforming Nacala and Ilha de Moçambique into cultural tourism destination is a part of the target for next 10 years
- Nacala city has an airport which can be a key infrastructure for tourism development in Nacala

### Future Direction

- Eco-, Cultural- and Agro-tourism as emphasized attraction.
- Primary target: foreign residents and business people visiting Nacala/Nampula and provide them with time for relaxation
- Utilize local tourism resources such as natural coast, culture villages, plantation farming.
- Air-link with North (Pemba), West (inland states) and East (Madagascar) for regional tourism development
- Keep balance between environmental sustainability and tourism development

## Tourism: Recommended Actions

- Conduct a survey on local tourism resources as a part of master plan study
  - Make an inventory on local tourism resources, covering natural, cultural and agro-industry resources
- Enhance tourism marketing
  - Promote tourism in Nacala and Ilha de Moçambique to foreigners visiting Mozambique through partnerships of private and public entities including airline, airport and hotels
  - Promote tourism in NSEZ to international hotel operators for possible location selection and land concessions
- Study possibility in Nacala airport utilization for air-linked tourism development
  - Enhance link between Nacala and surrounding touristic places such as Pemba, Niassa reserve, lake Malawi and Madagascar through the use of Nacala airport

## 10) Local Community Support and Development Strategy

### Current State

- Lack of basic infrastructure and education opportunities
- Limited economic activities by local business
- Limited administrative capacity at district level
- Wide gap between Porto and Velha

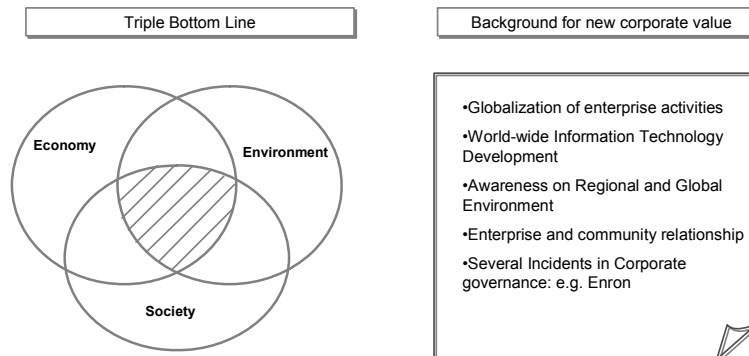
### Future Direction

- Paved roads, water supply and electricity
- Job opportunity by new investment
- Educational opportunity for career development
- Institutional set-up to overlook SEZ as one area
- Division of function by Porto and Velha districts



## Understanding of CSR

- Corporate Management in the 20<sup>th</sup> Century is purely based on Financial Performance.
- Since 1990's, questions are raised as "Is the enterprise valued only on financial profitability?"
- There are triple bottom line for any enterprise: Economy, Environment and Society
- New value measurement for enterprises is required



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## Community: Recommended Actions

- Conduct base line studies of the community in the target area of NSEZ.
- Basic human needs: List up needs with acute deficiencies felt by local residents.
- To establish mechanism to induce CSR function of investing enterprises to share benefit of development.
- To design concession system to involve with local community participation.
- To establish joint administrative function consists of stake holders to over look development of SEZ, being guided by GAZEDA

Case of CSR by MOZAL

Mozal Community Development Trust (MCDT) was created in January 2001, as a non-profit organization with purpose of contributing to the local community. The funding is being done by the share holder of MOZAL. MCDT started with US\$2.5million fund, has been raised to US\$5.0million by 2006. The main activity area of MCDT includes:

- Small scale business support
- Education support
- Health and environment, including HIV/AIDS
- Sports and cultural activities
- Social infrastructure development

MCDT activity started with building main road within the community, then schools, hospital, secondary and technical schools and facility for health care. MCDT also assist economic activities, e.g., agriculture, livestock (chicken) and handicraft (carpet) production technique.

(Source: Mr. Miyaji, Mitsubishi Corporation)

## 11) Regulatory Framework for Nacala SEZ

Current State

- Law on investment provides definition of IFZ and SEZ
- GAZEDA was established by Decreto n.o 75/2007 to accelerate SEZ development
- Nacala-à-Velha and Nacala Porto were named as SEZ by Decreto n.o 76/2007
- The draft of regulation of SEZ follows international standard of SEZ policy framework in terms of foreign and local ownership and sales to and purchase from domestic market

Future Direction

- Provide SEZ regime allowing a wide range of commercial and manufacturing activities
- Promote public-private partnership for the zone development
- Incentives framework which less relies on fiscal incentives and more emphasizes on facilities and services provided such as streamlined procedures (“One Stop Shop”)
- Sound implementation body to develop and operate NSEZ, consisting of central, local government, private sector and other stake holders.

## Regulatory: Recommended Actions

- Elaborate SEZ regulatory framework for Nacala so as to have NSEZ attractive for investors to locate their economic activities
  - Carefully elaborate the tax and customs regime in consistent with out-of-SEZ locations, to prevent income transfer practice.
  - Establish a land use planning and infrastructure development unit in the government to ensure planning and support of offsite infrastructure provision
- Promote public-private partnership for development of zone.
  - Application of concession mechanism to invite private developers to develop and sale the lot within designated industrial and commercial zones.
  - The public sector initiative in off-site infrastructure including water resource, power, access road, sewage and solid waste treatment from urban areas.
  - Institutional development for NSEZ authority: With clear mandate and authority with financial and human resources to administrate and regulate SEZ regime.
- “One Stop Shop” for license and permits for land development, buildings, foreign and local employment within the SEZ
  - It is ideal that the authority of SEZ has offices and provides related permits within the SEZ in order to realize streamlined procedures.
  - Social services to the local community are to be charged by district administration with support of NSEZ framework for community support.

Estudo solicitado pela: Agência de Cooperação Internacional de  
Japão (JICA)

## **Estudo Preliminar para a Formulação do Plano Diretor Para Zona Económica Especial de Nacala (NSEZ)**

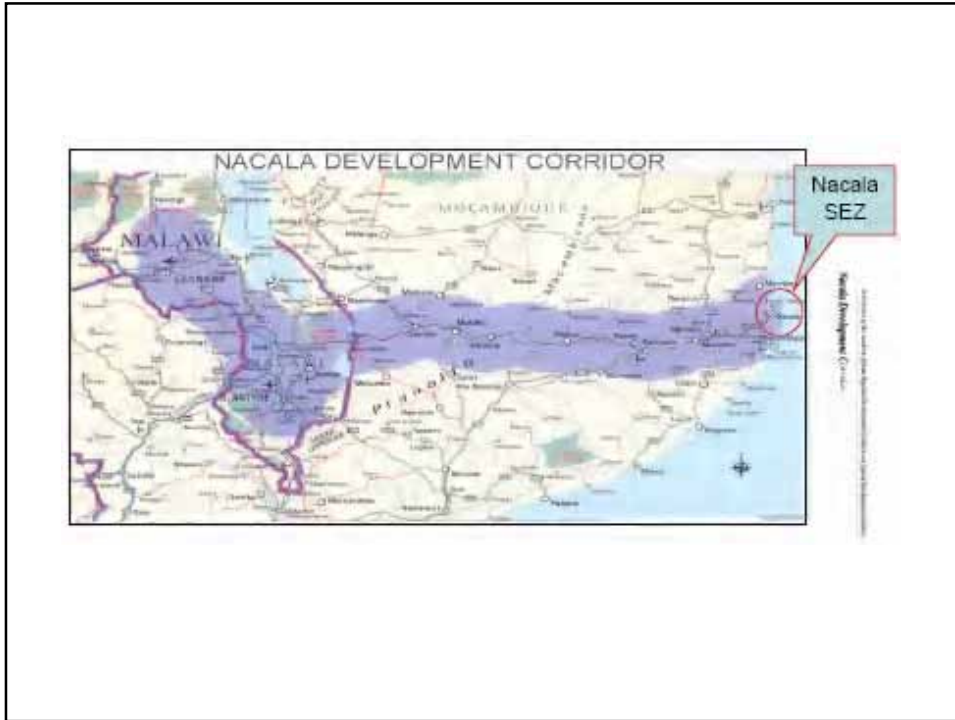


Mitsubishi UFJ Research and Consulting

### **I. Introdução**

1. Contexto e Objectivos
  - A Zona Especial Económica de Nacala (ZEEN) foi criada com Decreto No. 76/2007
  - GAZEDA (Gabinete da Zona Económica de Desenvolvimento Acelerado) foi criado com Decreto No. 75/2007
  - JBIC e o CPI/GAZEDA organizaram um seminário sobre o Corredor Económico de Nacala no âmbito da cooperação sul-sul com a participação de perito do Vietnam.
  - A JBIC ofereceu a sua assistência na elaboração do plano de desenvolvimento da ZEEN.
  - O objeto deste estudo é dar recomendações (plano de acção) para a formulação do Plano Director de Desenvolvimento.
  - O estudo visa consolidar todas as informações disponíveis relativas à ZEEN e apresentar uma análise sobre as possibilidades de desenvolvimento na perspectiva da dinâmica económica, criada pelo Corredor de Nacala e pelo futuro desenvolvimento industrial regional.

Appendix I Presentation Material  
(Portugese)



## **2. Revisão dos Estudos Anteriores**

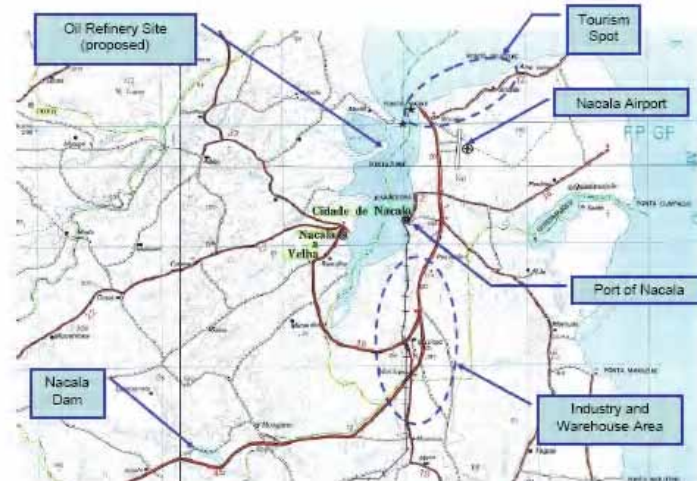
- Corredor de Desenvolvimento Económico Regional -Estudo da Formação do Projeto, Agência de Cooperação Internacional de Japão , Dezembro de 2007
- Moçambique: 2006-09 Documento de Estratégia Nacional, AfDB, Abril 2006
- Corredor de Desenvolvimento de Nacala- Perfis dos Projectos, preparados para a Conferência de Investimento, Fevereiro 2003, Africon Moçambique
- Corredor de Desenvolvimento de Nacala (SDN) Sintese das perspectivas para o desenvolvimento da agricultura, silvicultura e pesca, CIAMD, Novembro de 2002
- Recursos Minerais - Iniciativa de Desenvolvimento Espacial de Nacala , MINTEK, Dezembro de 2002
- Quadro da Infraestrutura, Logística e Transportes para o Corredor de Desenvolvimento de Nacala, Imani TMT-Transport Consultants, preparado para DBSA, Novembro de 2002

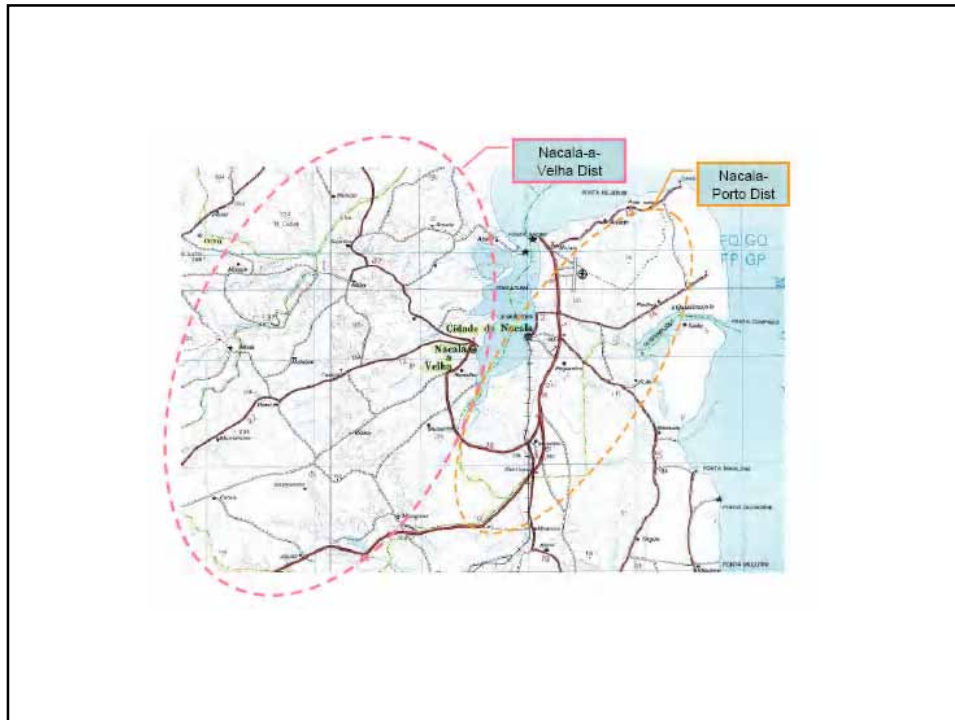
## **II.RESULTADOS DOS ESTUDOS**

1. Definição da Área
2. Planos existentes e a perspectiva a longo prazo
3. Quadro institucional da Zona Económica Especial
4. Potencial de Desenvolvimento da ZEEN, baseado nos recursos locais e na extensão do corredor de Nacala

## 1. Definição da Área

- A superfície total da area: 1,539km<sup>2</sup>
- População: 297,000 habitantes
- Infraestrutura: urbanizada em Nacala-Porto, subdesenvolvida em Nacala-a-Velha
- Serviços de Transporte, armazenagem, comércio e turismo em Nacala-Porto
- Agricultura subsistente e indústria de sal em Nacala-a-Velha





## 2. Planos Existentes e a Perspectiva a Longo Prazo

- Planos ao nível National e Provincial : ênfase no crescimento económico para a redução da pobreza
- Plano de Desenvolvimento para o Porto de Nacala, preparado por CFM/CDN
- Estudo do Plano para a cidade de Nacala (2006.7)
- Projectos de Investimento : Refinária de petróleo em Nacala-a-Velha, plantação de banana in Monapo, amendoim e óleo de gergelim.







### 3. Quadro Institucional da Zona Económica Especial

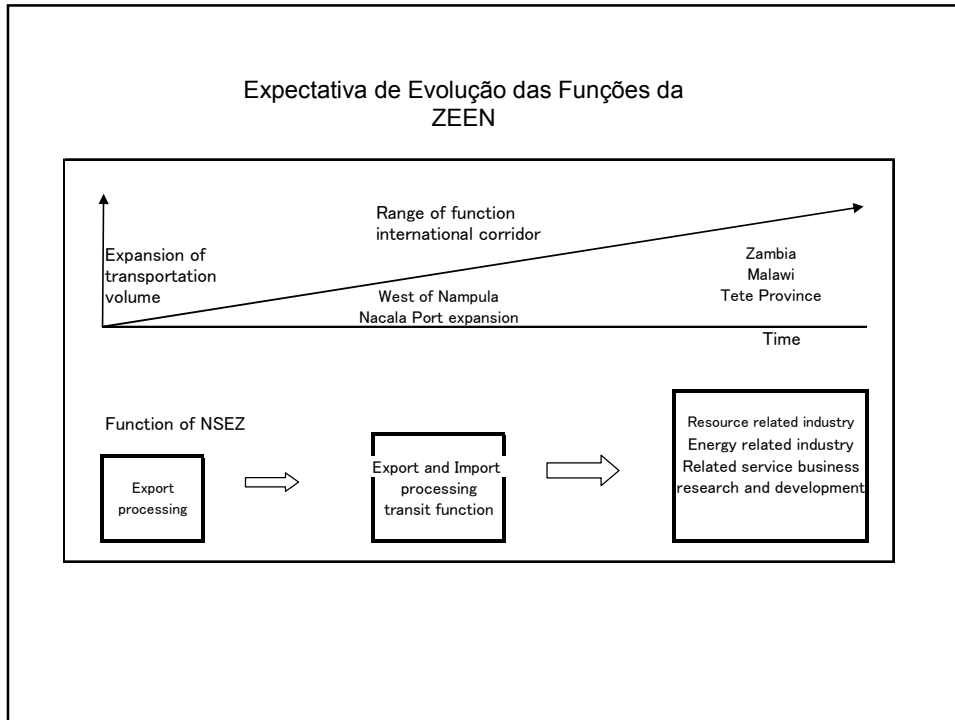
- Lei de Investimentos 1993
  - Zonas Francas Industriais (ZFI): 3 casos
  - Zona Especial Económica (ZEE): 0 casos
- Projecto de regulamento das ZEE abrange:
  - Concessão do direito de uso de terras
  - Impacto ambiental
  - Regime de taxas e impostos
  - Vendas para mercado doméstico
  - Importação e exportação
  - Regime laboral para trabalhadores estrangeiros , etc

#### **4. Potencial de Desenvolvimento da ZEEN, Baseado nos Recursos Locais e na Extensão do Corredor de Nacala**

- Estado actual da infraestruturas do Corredor de Desenvolvimento de Nacala: estradas, ferrovias, porto, aeroporto, água e energia eléctrica
- Tendências do investimento privado
  - Indústria, baseada nos recursos regionais e destinada à exportação
  - indústria de transformação de produtos importados, destinada ao mercado local e nacional
  - Projecto de grande escala no sector da energia

### **III. Recomendações para Vias e Direcções de Desenvolvimento**

- Princípios Básicos de desenvolvimento da ZEE de Nacala
- Prazos
- Características Regionais
- Desenvolvimento por fases
- Preocupação com preservação ambiental
- Harmonização com a comunidade local



## **2. Estratégias e Planos Abrangidos pelo Plano Director da ZEE de Nacala**

## 1) Plano de Zoneamento das Terras Para Usar

<u>Situação Actual</u>	<u>Direcções futuras</u>
<ul style="list-style-type: none"><li>• Não existe nenhum plano autorizado para utilização das terras, tanto para o Distrito de Nacala Porto como para Distrito de Nacala-a-Velha</li><li>• Não existem áreas, oficialmente definidas para desenvolvimento industrial para orientar os promotores privados.</li><li>• É observada falta de colaboração e coordenação com o projecto de refinaria de petróleo, especificamente em termos de processo de planeamento geral.</li></ul>	<ul style="list-style-type: none"><li>• Implementar esforços no planeamento e zoneamento das áreas definidas para orientar as ações dos promotores privados.</li><li>• Elaborar critérios de designação das zonas no abrigo da lei das ZEE e implementar regulamentos para garantir localização adequada das zonas privadas.</li><li>• Criar organismo estatal de planeamento do uso da terra e desenvolvimento das infra-estruturas para garantir um adequado planeamento e apoio aos investidores estrangeiros na área das infraestruturas</li></ul>

## Zoneamento: Acções Recomendadas

- Criar um princípio orientador para determinar a dimensão global do desenvolvimento do ZEEN no contexto dos níveis actuais e futuros de desenvolvimento económico da região de Nacala.
- Criar os princípios de planeamento de utilização da terra, com objectivo a prevenção do aparecimento de desenvolvimentos desordenados e assegurar o uso adequado da terra e a protecção do ambiente natural.
- Criar uma "comissão para uso e zoneamento da terra" com a participação das partes interessadas para coordenar todo o processo de planeamento do uso de terra.

## 2) Estratégia de Desenvolvimento das Infraestruturas

Situação Actual	Direcções futuras
<ul style="list-style-type: none"> <li>As vantagens comparativas de Moçambique no desenvolvimento das infraestruturas é "abundância de energia eléctrica barata."</li> <li>Não é tomada em consideração a interligação entre os projectos de energia eléctrica em curso e o desenvolvimento da ZEEN</li> <li>Um dos problemas críticos é a falta de água potável</li> <li>O Porto de Nacala precisa urgentemente de remodelar as instalações existentes e expandir a capacidade de movimento de carga</li> </ul>	<ul style="list-style-type: none"> <li>Construir em curto prazo infraestruturas básicas para a ZEEN</li> <li>Aumentar a capacidade de abastecimento de água e de energia eléctrica</li> <li>Garantir o acesso adequado ao Norte de Moçambique, Malawi e Zambia – esta será a tarefa-chave a longo prazo</li> <li>É necessária estratégia a longo prazo de desenvolvimento para infraestruturas transfronteiriças com o Malawi e a Zâmbia</li> </ul>

### Infraestrutura: Acções Recomendadas (a curto prazo)

Áreas de Acções	Plano de acção a curto prazo (até finais de 2015)	Responsável
Abastecimento de Água (Industrial)	<ul style="list-style-type: none"> <li>Uma nova estação de tratamento de águas (fonte -águas subterrâneas) será construída na área da concentração das indústrias da ZEEN.</li> </ul>	Câmara Municipal de Nacala Porto e Nacala-a Velha FIPAG
Abastecimento de Água (Potável)	<ul style="list-style-type: none"> <li>Reabilitação da barragem existente, instalações de tratamento de águas, etc (através de projectos da MCC)</li> </ul>	EdM
Electricidade	<ul style="list-style-type: none"> <li>Reabilitação da linha de transmissão (110kV) entre Cabora Bassa - Nampula - Nacala</li> <li>Construção da linha de transmissão Moçambique-Malawi</li> </ul>	EdM
Estradas	<ul style="list-style-type: none"> <li>Melhoria de estradas secundárias dentro do Distrito de Nacala Porto</li> <li>Pavimentação de estradas secundárias dentro do Distrito de Nacala Velha</li> <li>Construção de estradas de acesso ao local da refinaria de óleo vegetal (no Distrito de Nacala Velha)</li> <li>Pavimentação da estrada arterial entre Cuamba e a fronteira com Malawi</li> <li>Pavimentação da estrada entre Cuamba e Lichinga</li> </ul>	ANE
Rede ferroviária	<ul style="list-style-type: none"> <li>Melhoria da operação ferroviária Nacala - Nampula</li> <li>Melhoria da operação ferroviária Nampula - Cuamba</li> <li>Reabilitação de linhas de ferro entre Cuamba e Lichinga</li> <li>Reabilitação de linhas de ferro entre Cuamba e Entre Lagos</li> <li>Melhoria das condições operacionais da linha ferroviária no Porto de Nacala</li> <li>Construção de ferrovia de acesso ao local da refinaria de óleo vegetal</li> </ul>	CDN CFM
Porto	<ul style="list-style-type: none"> <li>Expansão da capacidade de manuseamento de carga (das actuais 45.000 TEU / ano e 70000 TEU / ano)</li> <li>Reforço da capacidade de manuseamento de contentores frigoríficos</li> <li>Construção de facilidades de armazenagem e transporte a frio para a cadeia de distribuição</li> <li>Construção de instalações para armazenagem de agro-produtos (tais como silos de cereais)</li> <li>Melhoria da operação portuária e procedimentos administrativos (introdução de guindastes portuários, etc)</li> <li>Abertura de linhas regulares para transporte de contentores</li> <li>Reabilitação do terminal de carga a granel</li> </ul>	CDN CFM
Aeroporto	<ul style="list-style-type: none"> <li>Operação conjunta para uso civil-militar</li> <li>Construção do terminal de passageiros (unidade, rapidamente construída)</li> <li>Começar a operar vãos fretados internacionais, incluindo o transporte aéreo de carga</li> </ul>	Por definir Forças armadas
Telecomunicações	<ul style="list-style-type: none"> <li>Introdução de cabo de fibra ótica na ZEEN</li> <li>Futura expansão dos serviços de telefonia fixa na zona das cidades de Nacala e Nampula</li> </ul>	Telecomunicações de Moçambique
Gestão dos Resíduos sólidos	<ul style="list-style-type: none"> <li>Utilizando aterro local para a eliminação dos resíduos sólidos</li> <li>Construção de planta de compostagem na ZEEN</li> </ul>	Câmara Municipal de Nacala Porto Nacala-a Velha

### 3) Estratégia de Protecção do Meio Ambiente

#### Situação Actual

- Distrito de Nacala-Porto: parcialmente urbanizado, problemas potenciais de resíduos urbanos e industriais
- Nacala-a-Velha: área subdesenvolvida com intacta natureza intacta, falta de medidas instituídas de protecção.

#### Direcções futuras

- Sistema de tratamento de resíduos sólidos, de esgotos e da poluição do ar, bem controlados através de medidas técnicas e regulamentares.
- Medidas para preservação da natureza; designação de áreas de protecção e vigilância.
- Procurar criar uma sociedade de “reciclagem zero” reduzido montante do volume total de resíduos

### Ambiente: Acções Recomendadas

- Conduzir um estudo de inventário ambiental para compreender o estado actual do meio ambiente na área.
- Área da baía: Estudos para estabelecer padrão afluente para as indústrias e as águas residuais urbanas.
- Zonas Verdes e de protecção : Controlar o desenvolvimento e prevenir a erosão do solo.
- Área urbana: Medidas para lidar com os resíduos sólidos e construção de sistema de esgoto.
- Área do Turismo: Medidas para tratamento de águas residuais e preservação dos recursos naturais intactos.
- Indústria: Orientações para criar sistema “emissões zero”

### Future Goal: Zero Emission Society

- The concept of Zero Emission was proposed by United Nations University in 1994, following Earth Summit in 1992, to form a no waste emission society.
- In the nature's world, the plant and animal are in complete ecological chain, and does not emit any waste. Zero Emission Model is to build resource cycling system covering agriculture, industry and all other economic and social activity of human being.
- The waste from one industry can be raw material for another industry. The waste from food industry can be fertilizer for agriculture, steel sludge can be a material for construction material, etc.



Source: <http://eco.goo.ne.jp>

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## 4) Estratégia para o Sistema de Distribuição

### Situação Actual

- Os custos indiretos elevados devido aos custos de transporte elevados severamente deprimem a produtividade das empresas privadas.
- Moçambique tem a "estrutura de custos indiretos mais elevados" em África.
- O Porto de Nacala parece ser a escolha mais lógica entre outros portos, "rival", mas o Corredor de Nacala enfrenta a concorrência de operadores de transporte rodoviário privados.

### Direcções futuras

- Reduzir os custos elevados de transporte.
- Melhorar o movimento de cargas no Porto de Nacala.
- Proporcionar modo eficiente de transferir as cargas do navio para comboio,
- Aumentar a capacidade de armazenagem a frio no Porto de Nacala, e ao longo do Corredor
- Melhorar as condições das estradas e a operação ferroviária.



<b>Distribuição: Acções Recomendadas (a curto prazo)</b>		
Áreas principais de acção	Detalhes das acções recomendadas	Responsável
<ul style="list-style-type: none"> <li>Melhoria da eficiência da operação portuária no Porto de Nacala</li> </ul>	<ul style="list-style-type: none"> <li>Redução do tempo de estiva, usando guindastes portuários, empilhadeiras, etc)</li> <li>Introdução do sistema EDI para procedimentos de desalfandegamento</li> <li>Reforço da capacidade de manuseamento de contentores frigoríficos</li> <li>Construção de armazéns frigoríficos</li> </ul>	CDN CFM (Câmara Municipal) de Nacala (Distrito de Nacala Porto) (Provincia de Nampula )
<ul style="list-style-type: none"> <li>Melhoria da eficiência de operação nos pontos de mudança da modalidade de transporte (entre camião e ferroviário)</li> </ul>	<ul style="list-style-type: none"> <li>Redução do tempo de manuseamento usando máquinas / equipamentos (tais como empilhadeiras)</li> <li>Construção de "porto seco" (em Nampula, por exemplo) para transferência de cargas via rodo e ferroviária</li> <li>Contentores e camiões frigoríficos no porto seco</li> </ul>	CDN CFM ANE (Provincia de Nampula )
<ul style="list-style-type: none"> <li>Melhoria do transporte rodo e ferroviário</li> </ul>	<ul style="list-style-type: none"> <li>Reduzir o tempo de transporte através de melhoria da condição rodoviária, especialmente das estradas secundárias da zona rural</li> <li>Procurar novas cargas regulares para a operação ferroviária</li> </ul>	ANE CDN CFM (Provincia de Nampula )
<ul style="list-style-type: none"> <li>infra-estrutura para os serviços de informação</li> </ul>	<ul style="list-style-type: none"> <li>Disponibilizar aos agricultores meios para acesso às informações do mercado (especialmente sobre as recolhas)</li> </ul>	Telecom (Provincia de Nampula )
<ul style="list-style-type: none"> <li>Melhoria dos procedimentos alfandegários na fronteira</li> <li>Melhoria da inspecção física pela polícia</li> </ul>	<ul style="list-style-type: none"> <li>Reduzir o tempo de desalfandegamento através de introdução de procedimentos informatizados TI (como o EDI) Redução da frequência da inspecção física ao longo do corredor, através da colaboração mútua com a polícia</li> </ul>	CDN CFM Polícia (Provincia de Nampula )

## 5) Estratégia de Desenvolvimento dos Recursos Humanos

<u>Situação Actual</u>	<u>Direcções futuras</u>
<ul style="list-style-type: none"> <li>Taxa de alfabetização no Distrito de Nacala-a-Velha District menos de 20%.</li> <li>Ensino superior somente em Nampula.</li> <li>Falta de formação profissional técnica.</li> <li>Maior parte da área está baseada na agricultura</li> </ul>	<ul style="list-style-type: none"> <li>Educação básica para toda a população.</li> <li>Estabelecer instituições de formação tecnológica.</li> <li>Criar oportunidades de formação profissional</li> <li>Atrair recursos humanos, provenientes de fora da região e do País</li> </ul>

## DRH: Acções Recomendadas

- Aumentar a capacidade das facilidades de ensino primário e secundário como um programa de desenvolvimento comunitário local.
- Criar facilidades de ensino tecnológico e formação profissional conforme as necessidades das empresas - investidoras, com a ajuda de técnicos e voluntários estrangeiros.
- Estabelecer instituições de aprendizagem de línguas para servir o desenvolvimento do corredor e da logística marítima.
- Convidar instituições adequadas para investigação e desenvolvimento dos recursos naturais da região.

## 6-1) Estratégia de Desenvolvimento Industrial

### Situação Actual

- Indústria de processamento e embalagem na área de Nacala para o mercado interno e de exportação.
- Novos investimentos para a indústria de transformação agrícola
- Expansão do comércio e armazenamento.
- Serviço: Hotéis e restaurantes para os turistas estrangeiros e locais da cidade de Nacala e Fernão Veloso.

### Direcções Futuras

- Maior integração entre as indústrias de transformação e embalagem.
- Grandes instalações industriais em harmonia com o meio ambiente e a comunidade local.
- Indústria transformadora utilizando recursos locais: agrícola, mineral e recursos humanos.
- Serviço de apoio aos sectores de indústria e comércio: manutenção, transporte marítimo, finanças, turismo, educação, assistência médica e preservação do ambiente.

## Indústria: Acções recomendadas

- Desenvolver a área actual industrial e de armazéns ao longo da Rota 8 com vias de acesso que atravessem a estrada principal : medida a curto prazo.
- Elaborar plano de produção industrial, utilizando recursos locais, consultando os produtores locais e estrangeiros, investidores e empresas de marketing.
- Elaborar plano de ordenamento espacial, observando o " conceito de emissões-zero " e medidas de avaliação, monitorização e revisão ambiental na ZEE.
- Incentivar a investigação e o desenvolvimento de produtos, utilizando os recursos naturais da região.

## 6) Estratégia de Desenvolvimento da Agricultura

### Situação Actual

- a) A Agricultura é um sector importante devido à ocupação alta de força de trabalho, apesar do grande valor dos mega projectos de alumínio e energia eléctrica; aprox. mais de 80% do emprego total é no sector agrícola, mesmo depois da entrada dos mega projectos de IDE. No entanto, o valor sectorial é menos de 30% e a produtividade agrícola por trabalhador é relativamente baixa, comparada com a do mercado internacional.
- b) No Norte de Moçambique, a agricultura conta para aprox. 60% do PIB, devido à fraca indústria; existe agricultura tradicional com uso limitado de irrigação. Como resultado, na Província de Nampula e Niassa, a renda regional per capita = cerca de um terço do que no Sul de Moçambique
- c) A transformação de produtos agrícolas é prioridade durante a primeira fase de desenvolvimento económico e industrial. Comercialização de produtos agrícolas importantes, tais como castanha de caju, algodão, açúcar, citros, madeira e / ou camarão como estratégia de desenvolvimento dos produtos agrícolas.

### Direcções futuras

- a) Potenciais no Norte de Moçambique para produção agrícola em terras vastas pouco cultivadas e com uso limitado de irrigação.
- b) Formar políticas e instituições de Desenvolvimento agrícola são primeiras prioridades nos documentos do Plano de Acção para a Redução da Pobreza Absoluta (PÁRPA) em Moçambique, PRSP em Moçambique; Estratégia e Política Industrial, do Ministério da Indústria e Comércio de Moçambique, especialmente na Província de Nampula; Plano de Desenvolvimento Estratégico de Nampula (PEP) para 2003-2007
- c) Produção agrícola sustentável, segurança alimentar e promoção do desenvolvimento rural, ao mesmo tempo uma forte produção agrícola através da utilização do potencial
- d) Exigência duma estratégia adequada do desenvolvimento dos produtos agrícolas que vise o mercado interno, bem como o mercado internacional.

## Agricultura: Acções Recomendadas

### a) Promoção de Indústrias Agrícolas de Transformação e Embalagem

- Introdução e assistência adequada de tecnologia de processamento e embalagem agrícola
- Desenvolvimento de recursos humanos em processamento e embalagem agrícola
- Estabelecimento de regulamentos e padrões de segurança alimentar
- Recolha e disponibilização de informações do mercado doméstico e internacional

### b) Melhoria do Funcionamento do Sistema da Distribuição Alimentar

- Criação de plano director de distribuição alimentar
- Construção de armazéns frigoríficos para melhorar o sistema de distribuição
- Desenvolvimento de capacidade de gestão do sistema de distribuição

### c) Reforçar o Desenvolvimento de Produção Agrícola Adequada para o Norte de Moçambique para Melhorar a Produtividade do Sector

- Elaborar o plano director de desenvolvimento agrícola, incluindo a melhoria da irrigação, drenagem, medidas contra erosão de solos, medidas contra danos de água salgada e melhoria do solo
- Criar instituições de investigação e experimentação para melhorar a produtividade agrícola
- Desenvolvimento dos recursos humanos

### d) Criação do Sistema de Divulgação para Melhorar a Produtividade Agrícola

- Criar meios de divulgação agrícola na direcção vertical (de Governo aos agricultores) e direcção horizontal (entre os agricultores), incluindo manuais, materiais, workshops e seminários para responder às necessidades dos agricultores conforme as habilidades deles
- Educação dos trabalhadores agrícolas

### e) Estabelecimento de Regime de Financiamento Público para os Agricultores

### f) Promoção da Organização dos Agricultores

### g) Criação de modalidade de Compras Engrupadas de Máquinas, Sementes e Fertilizantes

## 7) Estratégia de Desenvolvimento da Importação e exportação

### Situação Actual

- Aumento rápido do percentual do PIB das exportações de bens e serviços a partir do final dos anos 1990, graças aos mega-projectos dos investimentos estrangeiros directos (IDE) de grande dimensão com orientação para exportação
- De outro lado, continuação da tendência de déficits crónicos no comércio, bem como na conta corrente
- Continuação de entrada de IDE's, balanço sólido de pagamentos, bem como sustentabilidade da dívida
- Aumento do comércio no Norte de Moçambique para a primeira fase, inclusão do Malawi e da Zâmbia para a segunda fase (até meados de 2020) e mesmo inclusão da RDC para a terceira fase (até meados de 2030s).

### Direcções Futuras

- Promoção da exportação de commodities agrícolas como a primeira direcção, especialmente no norte de Moçambique, Província de Nampula. Existem potencialidades, facilitadas pela rede de transporte via rodoviária, ferroviária, aérea e marítima, role do empresariado privado
- Introdução e desenvolvimento destas potencialidades; maximizá-las, usando políticas e medidas institucionais de promoção económica e industrial para a redução da pobreza, aquisição de moeda estrangeira e desenvolvimento sustentável.
- Fomento das exportações de commodities agrícolas na primeira fase (até meados de 2010), aumentando a competitividade em termos de custos, qualidade, embalagem de qualidade para o mercado doméstico, e o mercado internacional e resposta às exigências dos mercados dos parceiros
- Reforço da promoção de exportação de commodities agrícolas e realização da preparação necessária para exportação de alguns produtos fabricados na segunda e terceira fase.

## Comércio: Acções Recomendadas

- a) Criação da Estratégia de Promoção Comercial
- Estabelecimento dos prazos (desenvolvimento faseado)
  - Preocupação com o meio-ambiente
  - Harmonização com as comunidades locais
  - Desenvolvimento das entidades privadas
- b) Fortalecimento da Organização de Promoção do Comércio, incluindo Participação Estratégica em Feiras e Exposições Nacionais e Internacionais
- c) Melhoria da Capacidades para Harmonizar Quadros e Regimes de Comércio Internacional e Regional
- Melhorar a capacidade de criar políticas e instituições
  - Harmonização das políticas de comércio internacional e políticas económicas e industriais domésticas
  - Promoção de diálogos entre o Governo e entidades privadas
- d) Desenvolvimento dos recursos humanos para reforço administrativo
- e) Fornecer Informações sobre o Mercado Internacional
- Melhoria da recolha de informação no mercado internacional
  - Medidas para disseminar informações do mercado para os agricultores
  - Informações institucionais de parceiros comerciais, incluindo tarifas, políticas comerciais e instituições
- f) Melhoria dos Meios para Realizar Testes, Inspeção e Quarentena
- g) Criação de Sistema de Padrões Eficiente e Eficaz
- h) Estabelecimento de Procedimentos Comerciais Eficientes
- introduzir tecnologia de informação e telecomunicações para procedimentos de autorizações, desalfandegamento, quarantines, procedimentos de portaria de entrada e saída
  - Simplificar e melhorar os procedimentos legais entre carregadores, transportadores, e instituições financeiras, bem como a documentação, incluindo contratos de transporte marítimo e / ou contratos de seguro

## 8) Estratégia de Promoção de Investimento

### Situação Actual

- De acordo com o ranking do Banco Mundial "Doing Business 2009", Moçambique ocupa 141 lugar de 181 economias
- Nas categorias "proteger os investidores" e "impostos", ocupa 38 e 88 lugar respectivamente, pelos grandes esforços do Governo de Moçambique
- Aumento de capital bruto de Moçambique como uma tendência a partir do final de 1980
- Alguns novos IDE's para produtos agrícola na Província de Nampula usando o porto de Nacala

### Direcções futuras

- a) Aumentar receita per capita, que resulta em grave escassez de poupança interna
- b) Benefícios do IDE para o desenvolvimento económico e industrial na criação de empregos, expansão do mercado interno para as empresas locais, aumento das receitas fiscais para o Governo, transferência de práticas empresariais e métodos de gestão e / ou transferências tecnológicas = Mozal SARL como exemplo
- c) Rápido aumento das entradas líquidas de IDE para Moçambique a partir de 1998. Ao mesmo tempo, aumento das remessas de lucros de IDE a partir de 2004.
- d) Exigência contínua de novos e adicionais IDE e reinvestimentos no País para garantir desenvolvimento económico e industrial sustentável

## Investimento: Acções Recomendadas

### a) Criação e Implementação da Estratégia para Atrair IDE

- Identificar e abordar as Indústrias
- Identificar e abordar os países
- Introdução e implementação de incentivos fiscais
- Autorização das zonas francas
- Preparação de folhetos e materiais promocionais para atrair IED

### b) Introdução e Aperfeiçoamento de Leis Relacionadas

- Introdução e melhoramento das leis necessárias, tais como Lei das Empresas, Lei de investimento, Lei de Concorrência, Lei do Trabalho, Lei da Propriedade Intelectual

### c) Fortalecimento da Organização para Promoção de investimentos

- Melhoria do funcionamento do guiché único de Empresas para simplificar e melhorar os procedimentos de investimento
- Criação de banco de dados das empresas locais
- Investigação da estratégia de promoção, política e instituição de investimentos em outros países
- Organização de feiras e / ou delegações de promoção de investimento
- Entidade – provedora de Facilitação para estabelecer actividade empresarial no terreno
- Desenvolvimento dos recursos humanos necessários e adequados
- Apoio à oferta de emprego

### d) Criação de serviço de "pos-cuidados"

## 9) Tourism Development Strategy

### Situação Actual

- A política e estratégia do Turismo Nacional foram criadas em 2003
- Foram declaradas 18 zonas estratégicas de investimento no turismo, sendo 2 delas na Província de Nampula: Ilha de Moçambique e Chocas Mar
- O Ministério do Turismo afirma que transformar Nacala e Ilha de Moçambique em destinos do turismo cultural é uma das metas para próximos 10 anos
- A cidade de Nacala tem um aeroporto que pode ser transformado numa infraestrutura essencial para o desenvolvimento do turismo em Nacala

### Direções futuras

- Enfatizar sobre o turismo cultural, Agro e Eco-turismo como atracção principal
- Proporcionar aos residentes estrangeiros e homens de negócios visitando Nacala / Nampula estrutura de lazer adequada
- Aproveitar os recursos naturais locais de turismo, tais como a costa, as aldeias, as plantações agrícolas.
- Ligação via aérea com o Norte (Pemba), Oeste (estados no interior) e Leste (Madagascar) para o desenvolvimento turístico regional
- Manter equilíbrio entre a sustentabilidade ambiental e desenvolvimento turístico

## Turismo: Acções recomendadas

- Realizar um levantamento sobre os recursos turísticos locais no abrigo do estudo de Plano Director
  - Inventário dos recursos turísticos locais, abrangendo recursos naturais, culturais e de agricultura
- Melhor o marketing do turismo
  - Promover o turismo em Nacala e Ilha de Moçambique aos estrangeiros que visitam Moçambique através de parcerias de entidades públicas e privadas, incluindo companhias aéreas, aeroporto e hotéis
  - Promover o turismo na ZEEN aos operadores internacionais para a futura selecção de localização dos hotéis e de terrenos para concessões
- Estudo de possível utilização do aeroporto de Nacala para o desenvolvimento do turismo
  - Melhorar a ligação entre Nacala e locais turísticos vizinhos - Pemba, a reserva de Niassa, o lago de Malawi e a ilha de Madagáscar, através da utilização do aeroporto de Nacala

## 10) Estratégia de Desenvolvimento e apoio às comunidades locais

### Situação Actual

- Falta de infraestrutura e educação básica
- Limitadas actividades económicas, desenvolvidas por empresas locais
- Limitada capacidade administrativa a nível distrital
- Grande diferença entre os distritos de Porto e Velha

### Direcções futuras

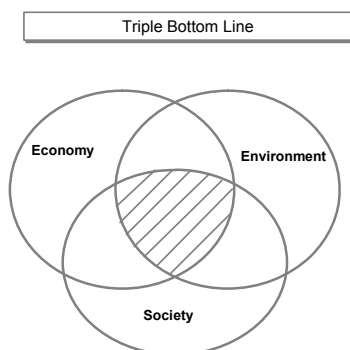
- Estradas pavimentadas , abastecimento de água e electricidade
- Oportunidades de emprego, criadas pelos novos investimentos
- Oportunidades de educação para o desenvolvimento da carreira
- Organização institucional para atender a complexidade da ZEE
- Divisão das funções por distritos - Velha e Porto

## Comunidade: Acções Recomendadas

- Conduzir estudos básicos da comunidade na área de ZEEN
- Listar as necessidades humanas básicas de agudas deficiências, sentidas pelos moradores locais.
- Estabelecer mecanismos para incluir a comunidade na compartilha dos benefícios do desenvolvimento, criado pelo investimento
- Desenhar sistema de concessão com a participação da comunidade local.
- Estabelecer organismo, composto por partes interessadas e orientado por GAZEDA para monitorar o desenvolvimento do ZEE

## Understanding of CSR

- Corporate Management in the 20<sup>th</sup> Century is purely based on Financial Performance.
- Since 1990's, questions are raised as "Is the enterprise valued only on financial profitability?"
- There are triple bottom line for any enterprise: Economy, Environment and Society
- New value measurement for enterprises is required



### Background for new corporate value

- Globalization of enterprise activities
- World-wide Information Technology Development
- Awareness on Regional and Global Environment
- Enterprise and community relationship
- Several Incidents in Corporate governance: e.g. Enron



## 11) Quadro Regulamentar para ZEE de Nacala

### Situação Actual

- A lei de Investimentos define ZFI e ZEE
- GAZEDA foi instituído com Decreto n.º 75/2007 com objectivo de acelerar o desenvolvimento económico
- Nacala-à-Velha e Nacala Porto foram declaradas ZEE com Decreto n.º 76/2007
- O projecto de regulamento do ZEE segue os padrões internacionais de ZEE em termos de direitos de propriedade dos estrangeiros e nacionais e política de comércio

### Direções Futuras

- Proporcionar à ZEE um regime que permita desenvolver ampla gama de actividades comerciais e de fabrico
- Promover parcerias público-privadas para o desenvolvimento da zona
- O quadro enfatiza menos sobre incentivos fiscais enquanto dá prioridade à simplificação dos procedimentos ("One Stop Shop")
- Instituição forte para desenvolver e operar ZEE com participação do Governo central, local, sector privado e outras partes interessadas.

## Quadro regulamentar: Acções recomendadas

- Criar quadro regulamentar da ZEE de Nacala, de modo a atrair investidores para a zona e desenvolver actividades económicas
  - Elaborar cuidadosamente o regime fiscal e aduaneiro, em consonância com o das áreas vizinhas, para impedir a prática de transferência dos rendimentos.
  - Estabelecer uma unidade estatal de ordenamento territorial e desenvolvimento das infraestruturas para assegurar planeamento adequado e apoio estrangeiro
- Promover parcerias público-privadas para o desenvolvimento da zona
  - Implementação dum mecanismo de concessão que convide os promotores privados para o desenvolvimento e venda do lote dentro das zonas industriais e comerciais designadas .
  - Iniciativa do sector público de construir infraestrutura local, incluindo recursos hídricos, energia, acesso rodoviário, esgotos e tratamento de resíduos sólidos das zonas urbanas.
  - Desenvolvimento institucional da autoridade da ZEE: Competências claras, recursos financeiros e humanos adequados para administrar e regular a ZEE.
- "One Stop Shop" para atribuir licenças de desenvolvimento de terrenos, edifícios, emprego dos estrangeiros e locais dentro da ZEE
  - Será o ideal instalar os escritórios para licenciamento dentro da ZEE a fim de simplificar os procedimentos. As contribuições sociais para a comunidade local devem ser cobrados pela administração distrital, com o apoio da autoridade da ZEEN



Nampula–Nacala Route 8: Pavement in good condition



Railway: Nampula–Nacala, runs parallel to the Route 8 on the right



Monapo Junction: Straight to Nacala Port, turn right to Mozambique Island



Nacala Dam: At low water level



Nacala Bay: View from Nacala City to Nacala-a-Velha side



A ship entered heading to Nacala Port



Nacala Port Entrance



Nacala Port: Container yard



Nacala Port: Railway yard



Nacala Port: Warehouse at wharf for general cargo



Cement factory on Route 8 in Nacala-Porto District



Warehouse for grains on Route 8 in Nacala-Porto



Grain warehouse: Inside



Warehouse: Raw cashew (right) and Maize (left) from Nampula Province



District Office of Nacala-a-Velha



Nacala-a-Velha: Water well in the community

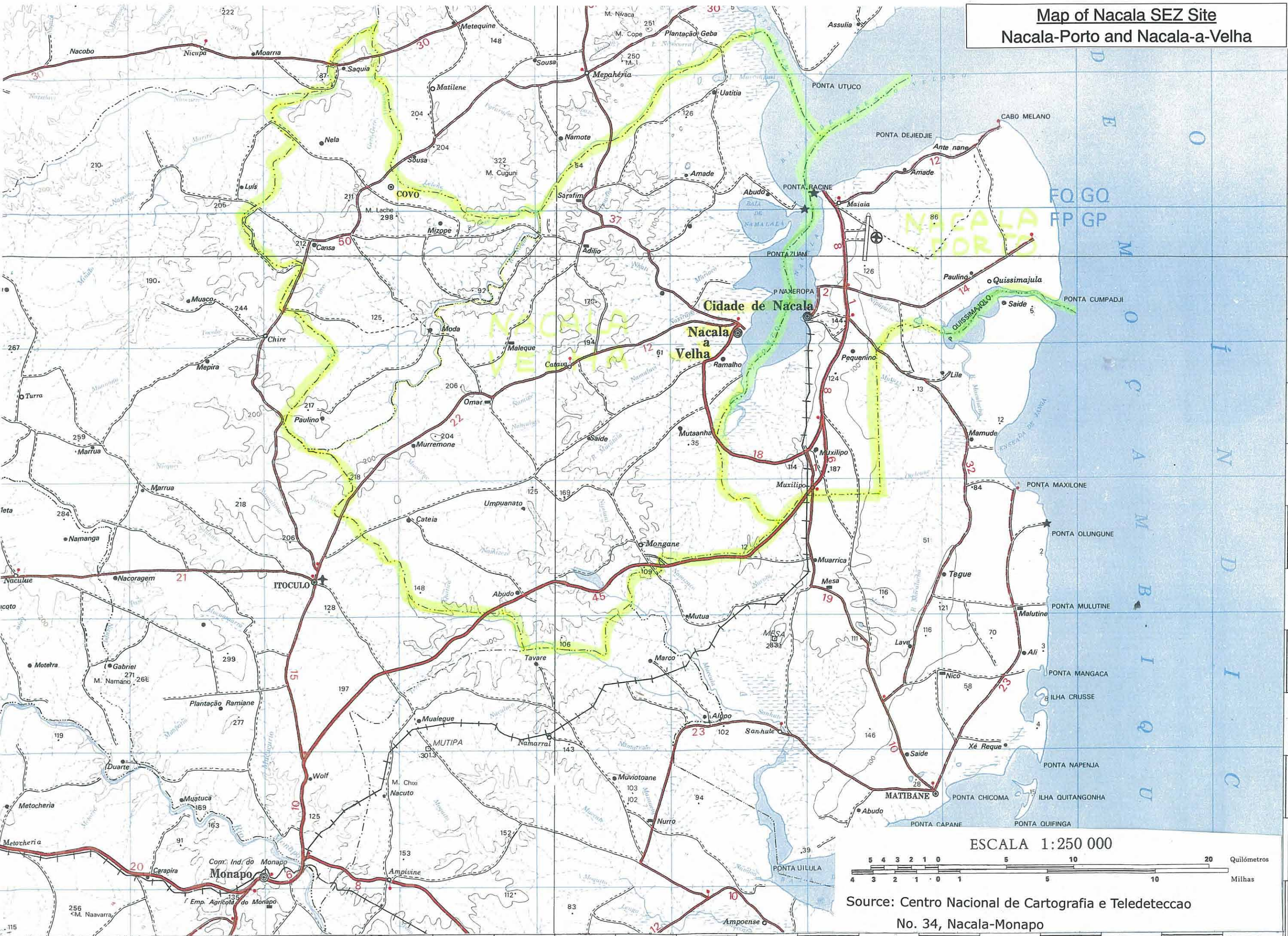


Nacala-a-Velha: A site for oil refinery

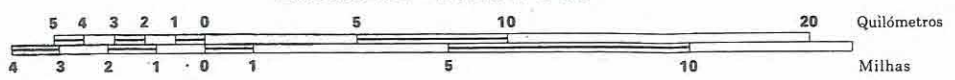


Nacala-a-Velha: Nacala Bay near the oil refinery site, opposite side is Nacala City

Map of Nacala SEZ Site  
Nacala-Porto and Nacala-a-Velha



ESCALA 1:250 000



Source: Centro Nacional de Cartografia e Teledeteccao  
No. 34, Nacala-Monapo

40° 30'

41° 00'