



MOZAMBIQUE **TRANSPORT AND LOGISTICS INVESTMENT FORUM**

*"A Strategic Platform for Investment
and Partnerships..."*

04-05 NOVEMBER
2026



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Mozambique International Transport and Logistics Investment Forum and Exhibition (TRANS-LOG MOZ)

4-5 November - Maputo – Mozambique

DRAFT AGENDA

“From Coast to Corridors: Investing in Mozambique as a Regional Trade Gateway and Transit Hub”

CONFERENCE DAY 1 – 4 November 2026	
07:00 – 07:50	REGISTRATION
07:50 – 08:00	All participants to be seated for opening ceremony
08:00– 09:30	OPENING CEREMONY
	National Anthem: Master of Ceremony: tbc Welcome Messages • AME Mozambique representative • Secretary of State of Maputo City* Goodwill Message from CTA • Mr. Alvaro Massinga, Chairman of the board, CTA Goodwill Message from the Representatives of Sponsors • tbc Cultural moment: tbc Ministerial Address • Hon. João Jorge MATLOMBE, Minister of Transport and Logistics, Republic of Mozambique* Presidential Address • H.E. Daniel Francisco CHAPO, Honourable President of the Republic of Mozambique*
09:30 – 10:00	Official Group Picture and Tour of the Exhibition
10:00 – 10:30	NETWORKING COFFEE BREAK

*Speakers under invitation or to be invited

10:30 – 11:30	[PANEL DISCUSSION] HIGH LEVEL ROUNDTABLE FROM MOZAMBIKAN GATEWAYS TO CONTINENTAL CONNECTIVITY: ALIGNING CORRIDORS, BORDERS AND INVESTMENT FOR REGIONAL GROWTH
	This high-level ministerial roundtable convenes regional ministers responsible for transport and logistics to explore how stronger coordination can translate Mozambique’s gateway assets into wider trade and growth gains in the region. Grounded in the SADC RISDP 2020–2030, the SADC Protocol on Transport, Communications and Meteorology, the SADC Regional Infrastructure Development Master Plan, and the AfCFTA agenda, the discussion will examine corridor planning, cross-border efficiency, project preparation and investment mobilisation. It will consider how ports, rail, roads, border systems and logistics platforms can be better aligned to reduce friction, strengthen competitiveness and position Southern Africa for deeper regional and continental integration. This session will also discuss the following points: • How can SADC countries better align national transport priorities with regional corridor strategies and AfCFTA trade ambitions? • What practical reforms are needed to improve border efficiency, transit systems and cross-border coordination? • How can Mozambique’s ports, corridors and logistics assets be leveraged more effectively for wider regional value chains and market access? • What mix of public investment, PPP structuring and development finance is needed to accelerate bankable regional infrastructure delivery? • How can ministers strengthen coordination across transport modes so that ports, rail, roads and logistics platforms function as an integrated trade system? Moderator: tbc Speakers: • Hon. João Jorge MATLOMBE, Minister of Transport and Logistics, Mozambique* • Hon. Ricardo De ABREU, Minister of Transport, Angola* • Hon. Noah SALAKAE, Minister of Transport and Infrastructure, Botswana* • Hon. Chief Ndlaluhlaza NDWANDWE, Minister of Public Works and Transport, Eswatini* • Hon. Jappie MHANGO, Minister of Transport and Public Works, Malawi* • Hon. Veikko NEKUNDI, Minister of Works and Transport, Namibia* • Hon. Barbara CREECY, Minister of Transport, South Africa* • Hon. Prof. Makame MBARAWA, Minister of Transport, Tanzania* • Hon. Frank TAYALI, Minister of Transport and Logistics, Zambia* • Hon. Felix MHONA, Minister of Transport and Infrastructural Development, Zimbabwe*
11:30 – 12:30	[PRESENTATION + PANEL DISCUSSION] SESSION 1 – GATEWAY MOZAMBIQUE: WHERE ARE THE NEXT BANKABLE OPPORTUNITIES ACROSS COAST, CORRIDOR AND HINTERLAND?
	This opening investment outlook session will map where Mozambique’s next bankable transport and logistics opportunities are emerging across the coast, key corridors and productive hinterlands. Anchored in current momentum around Maputo Port expansion, Ressano Garcia line upgrades, the Move Maputo urban mobility programme, the restart of Mozambique LNG and enterprise-linkage initiatives under

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	Conecta Negócios, it will assess where policy reform, border modernisation, cargo demand, digital systems and project preparation are beginning to align. The discussion will help delegates identify which opportunities are closest to investable scale, which still need de-risking, and where partnerships can unlock the next wave of delivery. Project Spotlight • Port of Maputo expansion and capacity programme • Ressano Garcia Line Phase II The session will explore the following points: • Which gateway, corridor and hinterland opportunities in Mozambique look most investment-ready over the next three to five years? • What makes a Mozambique transport or logistics project genuinely bankable: anchor demand, corridor traffic, public support, blended finance, or regulatory clarity? • How can port, rail, road, border and digital systems be planned as one integrated commercial proposition rather than as stand-alone assets? • Where are the strongest opportunities to connect mega-project demand, industrial growth and SME participation through logistics platforms and service ecosystems? • How should investors think about urban mobility, resilience and climate-proofing as part of Mozambique's wider transport and logistics opportunity? Moderator: tbc Speakers: • Clavio MacUacua, Chief Executive Officer, Corredor Logístico de Maputo (CLM) • Rômulo Cunha Corrêa, Country Manager, AfDB, Mozambique • Ministry of Transport and Logistics (MTL)* • Maputo Port Development Company (MPDC)* • Portos e Caminhos de Ferro de Moçambique (CFM)* • Africa Global Logistics* • IFC* • AFD* • MIGA* • World Bank* • UNCTAD* • China Road and Bridge Corporation*
12:30 – 13:30	NETWORKING LUNCHEON
13:30 – 14:30	[PRESENTATION + PANEL DISCUSSION] SESSION 2 - PORTS, MARITIME AND CABOTAGE: SCALING MOZAMBIQUE'S SEABORNE ADVANTAGE
	This session will examine how Mozambique can convert its coastline into a more competitive maritime platform, not only through port expansion but through stronger terminal performance, marine services, concession-led investment and the revival of coastal shipping. With Maputo recording 32.0 million tonnes in 2025, Beira advancing terminal modernisation, Nacala moving toward a new expansion concession, and cabotage relaunched in April 2025, the discussion will ask what it will take to connect these assets into a

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	more efficient national and regional seaborne system. The focus will be on practical pathways to unlock cargo, reduce friction and strengthen Mozambique's appeal to shippers and investors. Project Spotlight • Port of Nacala integrated expansion and development concession • Mozambique's cabotage relaunch between the main national ports This session will discuss the following points: • What reforms and investments are now most urgent to raise port efficiency, reliability and turnaround performance across Maputo, Beira and Nacala? • How can concession-led development be structured to attract capital while preserving public interest, corridor integration and service quality? • What conditions are needed for cabotage to move from symbolic relaunch to commercially sustainable coastal service between Mozambique's main ports? • How can marine services, port-community systems and operational digitalisation improve safety, productivity and competitiveness for cargo owners and logistics users? • How should Mozambique position its ports to serve both domestic connectivity and regional hinterland demand from countries such as Malawi, Zambia, Zimbabwe and Eswatini? Moderator: tbc Speakers: • Siwisa Damasane, Chairman, Richards Bay Coal Terminal, South Africa • Maputo Port Development Company (MPDC)* • Cornelder de Moçambique / Port of Beira* • INAMAR (National Maritime Institute) * • International Maritime Organisation (IMO)* • MSC Mozambique/South Africa* • Transnet National Ports Authority (TNPT)* • Transnet Ports Terminal (TPT)* • Maersk* • Tanzania Ports Authority*
14:30 – 15:30	[PRESENTATION + PANEL DISCUSSION] SESSION 3 - COMPETITIVE RAIL CORRIDORS: UPGRADING CAPACITY, RELIABILITY AND REGIONAL FREIGHT PERFORMANCE
	This session will examine how Mozambique's rail corridors can move from strategic geography to dependable freight performance. Drawing on live examples including Phase II of the Ressano Garcia Line, the Sena Line's planned capacity expansion and circulation-control upgrade, and the 2025 CFM–NRZ operating agreements on the central and southern corridors, the discussion will look at what it takes to raise throughput, reduce derailments, shorten transit times and build confidence among cargo owners. It will also assess signalling, rolling stock, border hand-offs, concession models and the financing and governance reforms required to make rail investment commercially and institutionally sustainable. Project Spotlight • Sena Line capacity expansion and circulation-control rehabilitation • Machipanda Line rehabilitation and cross-border operating model with NRZ

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	The session will explore the following points: • Which rail investments will deliver the biggest gains in capacity, reliability and freight competitiveness across Mozambique’s main corridors over the next three to five years? • What combination of track renewal, signalling upgrades, rolling stock availability and maintenance discipline is needed to reduce delays and derailments? • How can Mozambique and its neighbours improve cross-border operations, crew arrangements, locomotive availability and corridor hand-offs to make rail more dependable for cargo owners? • What traffic guarantees, concession structures and commercial models are needed to make rail upgrades bankable beyond dependence on single commodities? • How should governments, operators and DFIs share risk so that rail investment is both commercially viable and institutionally sustainable? Moderator: tbc Speakers: • Edward Shivute, Acting CEO & Project Manager, Walvis Bay Corridor Group(wbcg), Namibia • Moshe Motlohi, Chief Executive Officer, Transnet Rail Infrastructure Manager (TRIM), South Africa • CFM (Portos e Caminhos de Ferro de Moçambique) * • Nacala Logistics* • National Railways of Zimbabwe (NRZ)* • Traxtion — Private transport / rail company* • Africa Finance Corporation (AFC)* • Alstom* • Grindrod Limited* • The Southern African Railways Association (SARA)* • Transnet Freight Rail (TFR)* • TransNamib*
15:30 – 16:00	NETWORKING COFFEE BREAK
16:00 – 17:00	[PRESENTATION + PANEL DISCUSSION] SESSION 4 – ROADS, BORDERS AND TRADE FRICTION: FIXING THE BOTTLENECKS THAT KEEP LOGISTICS COSTS HIGH
	This session will examine how Mozambique and its corridor partners can reduce the road and border constraints that keep logistics costs high even when trade demand is growing. Using live examples from the N1 north–south rehabilitation programme, the emerging one-stop border post at Ressano Garcia/Lebombo, and the Southern Africa Trade and Connectivity Project on the Nacala corridor, the discussion will focus on the practical fixes that matter most: trunk-road condition, axle-load discipline, customs coordination, digital pre-clearance, transit management, and last-mile interfaces. The aim is to identify which reforms most quickly cut delay, reduce uncertainty and improve end-to-end corridor performance. Project Spotlight • N1 North–South Corridor rehabilitation programme. • Ressano Garcia/Lebombo one-stop border post and transit-efficiency measures

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	The session will also explore the following points: • Which road sections and border interfaces are currently imposing the highest time and cost penalties on regional cargo moving through Mozambique? • What practical mix of road rehabilitation, overload control, and corridor maintenance is needed to protect freight performance over time? • How can customs, border agencies and transport regulators reduce duplication and make pre-clearance, risk management and transit processing work more predictably? • What lessons from Ressano Garcia and Dedza/Calomue can be applied to other border posts and trade corridors in Mozambique? • How can governments, corridor users and financiers prioritise the interventions that deliver the quickest reduction in delay, uncertainty and total logistics cost? Moderator: tbc Speakers: • Castigo Nhamane, President, Mozambican Federation of Transport Associations, (FEMATRO), Mozambique • Luis Silva, Chief Executive Officer, AJS Transportes e Logística, Angola • ASANRA* • TRAC* • ANE-IP / National Roads Administration (Mozambique)* • Maputo Corridor Logistics Initiative (MCLI)* • SADC Secretariat / Trade Facilitation Programme* • South Africa Border Management Authority* • International Road Transport Union (IRU)* • COMESA* • Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH*
17:00	CLOSING OF DAY 1
19:00 – 21:30	GALA DINNER/CLOSING COCKTAIL

CONFERENCE DAY 2 – 5 November 2026	
07:00 – 07:50	REGISTRATION
07:50 – 08:00	WELCOME AND OPENING REMARKS Master of Ceremony:
08:00 – 09:00	[PRESENTATION + PANEL DISCUSSION] SESSION 5 – FINANCING THE MISSING LINKS: PPPS, BLENDED FINANCE AND RISK ALLOCATION FOR TRANSPORT INFRASTRUCTURE
	This session will examine how Mozambique can turn transport and logistics priorities into investable deals by strengthening preparation quality, selecting the right PPP/concession model and allocating risk where it can be managed. Using live examples such as the planned Nacala Port concession, the N4 re-concession process and the blended-finance structure behind Ressano Garcia Line Phase II, the discussion will unpack what government, investors, lenders and DFIs need to see before capital can move. It will also explore guarantees, bankable studies, procurement discipline, revenue logic and the institutional coordination required to move projects from pipeline to financial close. Project Financing Spotlight - N4 Maputo–Ressano Garcia concession / re-concession opportunity The session will also discuss the following points: - What transforms a policy-backed transport project to a fully bankable one in Mozambique’s current market and regulatory context? - Which risks should sit with government, which with operators, and which can realistically be mitigated through guarantees, phased investment or blended finance? - Where are PPPs the right model, and where are concessional lending, sovereign borrowing or non-sovereign corporate structures more appropriate? - How can Mozambique improve early-stage project preparation, feasibility quality and transaction readiness so that more projects reach market credibly? - What signals do commercial lenders, DFIs and infrastructure investors need on demand, governance, procurement and fiscal support before committing capital? Moderator: tbc Speakers: Fadzai Musoni, Investment Director, Africa50 - Ministry of Finance, Mozambique* - IFC* - African Development Bank (AfDB)* - AFC* - DBSA* - MIGA* - Agence Française de Développement (AFD)* - Rand Merchant Bank* - KPMG* - Harith General Partners*

*Speakers under invitation or to be invited

10:00 – 11:00	[PRESENTATION + PANEL DISCUSSION] SESSION 6 – LOGISTICS HUBS, DRY PORTS AND INDUSTRIAL PLATFORMS: TURNING CORRIDORS INTO COMMERCE This session explores how Mozambique can capture more value inland by connecting freight corridors to dry ports, logistics hubs and industrial platforms that can clear, store, consolidate and transform cargo. Live examples already point to the opportunity: the planned Dondo Inland Logistics Terminal serving Beira, the new CLM logistics terminal in Maputo province, and Cabo Delgado Parks, which combines a Pemba logistics base with industrial zones linked to mining and LNG activity. With Mozambique LNG having restarted activities in January 2026, the panel will examine how warehousing, customs interfaces, supplier clustering and light industry can turn corridor traffic into commerce, jobs and investable ecosystems. Project Spotlight • Dondo Inland Logistics Terminal / Dry Port, Sofala • CLM logistics terminal at Agility Logistics Park, Maputo Province The following points will also be considered: • Which corridors and inland nodes are most ready for dry ports, consolidation centres and value-added logistics platforms in Mozambique? • How should Dondo, Maputo-area hubs and Pemba/Cabo Delgado be positioned so they complement the ports rather than simply duplicate port-side functions? • What customs, utilities, land, security and governance conditions are essential for logistics parks and industrial platforms to work at commercial scale? • How can LNG, mining and regional freight demand be used to build supplier clusters, warehousing demand and stronger local-content participation by Mozambican firms? • Which developer, concession or PPP structures are best suited to dry ports, logistics parks and supplier bases in Mozambique's different corridors? Moderator: tbc Speakers: • Onorio Manuel, General Director, MozParks, Mozambique • Comiche Jaime, UNIDO Representative, United Nations Industrial Development Organisation (UNIDO) Mozambique • Geoffrey White, Chief Executive Officer, Agility Logistics Parks Africa, Dubai • Clavio MacUacua, Chief Executive Officer, Corredor Logistico de Maputo (CLM), Mozambique • Ministry of Economy* • APIEX* • TotalEnergies EP Mozambique Area 1 / Mozambique LNG* • Afreximbank* • ARISE* • Dube TradePort*
11:00 – 11:30	NETWORKING COFFEE BREAK
11:30 – 12:30	[PRESENTATION + PANEL DISCUSSION] SESSION 7 - AVIATION AND AIR CARGO: BUILDING A FASTER, SMARTER CARGO CHAIN FOR HIGH-VALUE TRADE

*Speakers under invitation or to be invited

	This session will examine how Mozambique can build an air cargo chain that is fast enough, reliable enough and visible enough for high-value, time-sensitive trade. The timing is strong: the regulator has projected further cargo growth, Beira's cargo-terminal rebuild was under way, Nampula has been earmarked for higher passenger and cargo-handling capacity, and MAHS has moved to develop Africa's first Airport Cargo Community System. The discussion will explore how airport infrastructure, ground handling, digital visibility, compliance, cargo partnerships and SAATM-aligned market access can help Mozambique connect exporters, importers and logistics providers to regional and global markets more competitively. Project Spotlight • Beira International Airport cargo-terminal rebuilding programme • Nampula Airport upgrade programme • MAHS-Kale Airport Cargo Community System The session will also explore the following points: • Which airport nodes should Mozambique prioritise for different cargo markets such as perishables, pharmaceuticals, express shipments and high-value industrial freight? • What are the most urgent gaps in cargo handling, cold-chain support, screening, warehousing and turnaround performance? • How can digital tools such as cargo community systems, electronic cargo data and end-to-end shipment visibility reduce dwell time and uncertainty? • What policy changes on cargo freedoms, partnerships and SAATM implementation would make Mozambique more attractive to airlines and freight operators? • How can airports, handlers, airlines, exporters and trade-promotion bodies work together to build reliable outbound cargo volumes rather than waiting for demand to emerge on its own? Moderator: tbc Speakers: • Emanuel José da Conceição Chaves, Chairman of Board of Directors, Instituto de Aviação Civil de Moçambique (IACM), Moçambique • Aeroportos de Moçambique (AdM)* • Linhas Aéreas de Moçambique (LAM)* • Mozambique Airport Handling Service (MAHS)* • African Civil Aviation Commission (AFCAC)* • Ethiopian Cargo & Logistics Services* • African Airlines Association (AFRAA)* • TAAG Angola Airlines* • IATA* • Airports Company South Africa (ACSA)*
12:30 – 13:30	NETWORKING LUNCHEON
13:30 – 14:30	[PRESENTATION + PANEL DISCUSSION] SESSION 8 - DIGITAL TRADE FACILITATION IN ACTION: SINGLE WINDOWS, CARGO VISIBILITY AND DATA-DRIVEN BORDER EFFICIENCY
	This session will examine how Mozambique can turn digital reform into measurable time and cost savings across borders and corridors. The timing is strong: Mozambique's 2025 WTO Trade Facilitation Committee presentation highlighted single-window digitalisation, online pre-clearance and 24-hour border operations at Ressano Garcia; in November 2025 the government authorised negotiations for a new PPP concession for the Janela Única Electrónica; and the World Bank's corridor programmes are backing a SMART corridor

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	concept plus measurement and monitoring systems for the Nacala corridor. The discussion will focus on how single windows, e-payments, e-certification, cargo platforms and interoperable data can improve predictability, transparency and cross-agency coordination. Project Spotlight • Janela Única Electrónica (JUE) / MCNet 4.0 and the planned new PPP concession • Nacala Corridor SMART corridor concept and corridor measurement and monitoring system The session will also explore the following points: • What practical efficiency gains should Mozambique now target from single-window reform: shorter clearance times, fewer physical interfaces, better risk management, or greater revenue assurance? • How can ports, border agencies, customs, banks, standards bodies and logistics operators share data in ways that reduce duplication without creating new bottlenecks? • Which digital tools are most urgent for corridor performance: pre-clearance, e-payments, cargo tracking, digital certificates, port-community systems, or trip-monitoring dashboards? • What institutional arrangements are needed to ensure that digital reforms are adopted consistently across agencies rather than remaining stand-alone systems? • How can Mozambique make digital trade facilitation work not only for large operators, but also for SMEs, freight forwarders and regional traders? Moderator: tbc Speakers: • Mark Priestley, Senior Director, Trade Environment, TradeMark Africa, Kenya • Eng. Rogerio Samo Gudo, Chief Executive Officer, MCNet, Mozambique • Autoridade Tributária de Moçambique* • Ministry of Communications and Digital Transformation* • International Trade Centre (ITC)* • Huawei*
14:30 – 15:30	[PRESENTATION + PANEL DISCUSSION] SESSION 9 - URBAN MOBILITY AND METROPOLITAN LOGISTICS: REIMAGINING GREATER MAPUTO FOR GROWTH, ACCESS AND FREIGHT EFFICIENCY
	Great Maputo is a national model for urban mobility and metropolitan logistics. The city-region's growth now depends on whether the metropolitan areas can move people and goods more reliably, not simply add more road space. With the Maputo Metropolitan Area Urban Mobility Project combining major public transport investment, safer neighbourhood access and institutional reform, a new Maputo–Matola bus–rail integration pilot under way, and logistics investment clustering around the ring road, the city has a real chance to link access, congestion relief and freight efficiency. This session will explore how metropolitan planning, BRT, fleet renewal, interchanges, terminals and urban freight management can help Maputo function as a more productive, accessible and investment-ready city-region. Project Spotlight • Maputo Metropolitan Area Urban Mobility Project / MOVE Maputo • Maputo–Matola intermodal passenger integration pilot The session will also discuss the following points:

	• What combination of BRT, bus reform, rail integration and fleet modernisation will most improve daily access across the Maputo metropolitan area? • How should Maputo manage urban freight, market deliveries, loading windows and truck movement so that city logistics supports rather than undermines mobility? • Which investments matter most outside the main corridors: feeder roads, terminals, depots, safe walking access, or better interchange design? • What institutional model is needed between metropolitan planners, municipalities and operators to make integrated ticketing, service planning and enforcement work? • How can Maputo improve affordability, reliability and safety for passengers while also making the wider metropolitan economy function more efficiently? Moderator: tbc Speakers: • Neide Tsenane Macilau, Country Commercial Manager, Agility Logistics Parks Mozambique • Agência Metropolitana de Transporte de Maputo (AMT)* • EMTPM (Maputo Municipal Public Transport Company) * • MobiliseYourCity Partnership* • UN-Habitat* • Dar Rapid Transit Agency (DART)*
15:30 – 16:00	NETWORKING COFFEE BREAK
16:00 – 17:00	[PANEL DISCUSSION] SESSION 10 – CLOSING ROUNDTABLE — BUILDING ON MOMENTUM: HOW CAN MOZAMBIQUE STRENGTHEN ITS CORRIDORS AS INVESTABLE, RESILIENT REGIONAL GROWTH PLATFORMS? With visible progress already under way from record performance at the Port of Maputo to the Ressano Garcia rail upgrade and the move toward the Dondo dry port, this closing roundtable will ask how Mozambique can scale what is working and close the gaps that still constrain wider regional impact. It will synthesise the forum’s main messages and test where practical alignment exists across government, operators, financiers and service providers. The focus will be on execution priorities: corridor governance, project preparation, border and last-mile efficiency, inland logistics platforms, risk-sharing and commercial partnerships that can make Mozambique’s corridors more investable, resilient and regionally valuable. The session will also discuss the following points: • Which current gains should be scaled first to deliver visible trade and logistics improvements over the coming years? • What are the main remaining gaps preventing corridor progress from translating into wider inland commerce and industrial growth? • Which project-preparation, concession, regulatory or financing steps would most quickly improve invest ability? • How should government, operators, corridor users and financiers share responsibilities for execution and risk? • What resilience measures matter most now: climate-proofing, maintenance discipline, security, digital visibility, or operational redundancy? Moderator: tbc Speakers: • Ministry of Transport and Logistics* • Ministry of Economy*

*Speakers under invitation or to be invited

	• Maputo Port Development Company (MPDC)* • Maputo Corridor Logistics Initiative (MCLI)* • African Development Bank* • Trade and Development Bank Group* • Investment and Export Promotion Agency (APIEX)* • Development Bank of Southern Africa (DBSA)*
17:00 – 17:15	CONCLUSION AND RESOLUTIONS
18:30 – 22:00	CLOSING COCKTAIL

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