

<b>Programme Title:</b>	More and better jobs in Cabo Delgado province and Nampula province - Harnessing the opportunities of the New Economy in Mozambique
<b>Country:</b>	Mozambique

## I. Joint Programme Information

### Joint Programme Information

**Programme title:**

More and better jobs in Cabo Delgado province and Nampula province - Harnessing the opportunities of the New Economy in Mozambique

**Sectorial area of intervention and policy objectives**

Inclusive economic growth for poverty eradication

    Create opportunities for decent jobs and secure livelihoods.

    Create better government policies and fair and accountable public institutions.

    Promote inclusive and sustainable business practices.

**UN Lead Agency:**

International Labour Organization (ILO)

**UN Participating Organizations:**

United Nations Development Programme (UNDP)

**Local Partners:**

The ILO has been working in Nampula provinces to empower women to participate in economic development through training and gaining access to credit. More than 100 Women's Associations were trained by The Institute for Small and Medium Enterprises (IPEME) and the National Institute for Employment and Vocational Training (INEFP) with the ILO support.

The ILO has coordinated the preparation of the present proposal at the specific request of the Mozambican Minister for Labour in order to address the challenges of job creation and skills shortage in provinces affected by the operations of extractive industries. ILO has worked closely with Workers and Employers organizations to identify their organizational needs in Nampula and Cabo Delgado provinces ILO has been working in partnership with the following counterparts:

At Central level:

- Ministry of Labour
- Ministry for Planning and Development
- Ministry of Mineral Resources
- Ministry of Industry and Commerce
- Ministry of State Administration
- Youth League
- Trade Unions
- Employers organizations

- Multinational Enterprises

#### At Local Level:

- Provincial Governments of Nampula and Cabo Delgado (specifically the Provincial Directorates of Labour)
- Delegations of INEFP in Nampula and Cabo Delgado
- Women Associations
- Women's Microfinance institutions

Through its decentralization and local economic development projects, UNDP has helped establish sub-national institutions and develop their capacities in several provinces with a particular focus on Cabo Delgado, Nampula and Gaza. It has supported the establishment of local economic development agencies as public-private partnerships to promote the development of SMEs by improving access to markets, equipment, marketing, incubation, information and training provision and government liaison. Other key institutions at sub-national level are the provincial and district Governments civil society forums, and consultative councils at district level. For the proposed programme key partners will be:

#### At Central level:

- Ministry of Labour
- Ministry of State Administration
- Ministry for Planning and Development
- Ministry of Mineral Resources
- Ministry of Environment
- CSOs

#### Local Level:

- Provincial Governments of Nampula and Cabo Delgado (with particular focus on the Directorates of Planning and Finance and Mineral Resources)
- Provincial Local Economic Development Agencies (ADELs) in Nampula and Cabo Delgado
- Districts Governments in Nacala Porto and NacalaVelha (with a particular focus on District Services for Economic Activities)
- Nacala Port Municipal Government
- CSOs

Based on evidence that increased business productivity contributes effectively to poverty eradication and the achievement of other development goals, UNIDO is fulfilling a mandate to promote inclusive and sustainable industrial development as a path to the eradication of poverty namely economic deprivation, social inequality and environmental degradation.

In Mozambique, UNIDO is strengthening Government capacity in relation to standards, metrology, certification and testing which are all vital for SME development and for improving competitiveness, UNIDO has been working in partnership with the following counterparts:

#### At Central Level:

- Ministry of Industry and Commerce
- Ministry of Energy
- Ministry of Education
- Ministry of Environment
- Ministry of Planning and Development
- Ministry of Tourism
- Pedagogic University
- The Business Forum for Environment
- The Confederation of Industrial Associations

#### At Local Level

- Provincial Government of Nampula
- Provincial Delegations of the Pedagogic University Nampula

- LEDAs Associations
- District Consultative Committees
- Communities, CSOs and representatives of special interest groups
- Provincial Governments of Nampula and Cabo Delgado;
- Provincial Directorates of Planning and Finance in Nampula and Cabo Delgado;
- Provincial Directorates of INEFP in Nampula and Cabo Delgado;
- Provincial Directorates of IPEME in Nampula and Cabo Delgado;
- Provincial Directorates of Mineral Resources in Nampula and Cabo Delgado;
- Provincial ADEL (LEDAS) in Nampula and Cabo Delgado;
- Districts Administrations of Nacala Porto and NacalaVelha;
- SDAE (Districts Economic Activities Services in Nacala Porto and NacalaVelha);
- Nacala Porto Municipality.

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### III. Financial information

#### Detailed Financial Report:

 [Joint Programme Work Plan and Budget Reporting Template 31 May 2016 FV.xlsx](#)

#### SDG-F Funds

UN Agency	Total approved funds	Total funds Transferred to date	Total funds committed to date	Total funds disbursed to date
International Labour Organization (ILO)	750,000.00	375,000.00	362,500.00	362,500.00
United Nations Development Programme (UNDP)	400,000.00	200,000.00	200,000.00	180,456.00
United Nations Industrial Development Organization (UNIDO)	350,000.00	175,000.00	143,602.00	131,512.00
<b>Total</b>	1,500,000.00	750,000.00	706,102.00	674,468.00

#### Matching Funds

Name of source	Total approved funds	Total funds Transferred to date	Total funds committed to date	Total funds disbursed to date
Norway	105,000.00	105,000.00	105,000.00	105,000.00
Italy	110,000.00	110,000.00	110,000.00	110,000.00
Portugal	105,000.00	105,000.00	105,000.00	105,000.00
ILO	173,900.00	173,900.00	173,900.00	173,900.00
UNIDO	500,000.00	236,500.00	236,500.00	236,500.00
UNDP	500,000.00	500,000.00	500,000.00	500,000.00
KOICA	50,000.00	10,200.00	10,200.00	10,200.00
<b>Total</b>	1,543,900.00	1,240,600.00	1,240,600.00	1,240,600.00

### IV. Beneficiaries

#### Direct Beneficiaries – Breakdown

Beneficiary type - individual	Total	Female	Male	Comments
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Farmers	319	80	239	Technical training on business management provided to local smallholder farmer-s from the districts of Bilene, Mandlakazi and Chibuto (Gaza Province), Metuge (Cabo Delgado Province) and Nacala-Porto, Ribaue, Mecuburi and Murrupula (Nampula). This training was provided by IPEME (SMEs Institute) and district business service centres.
Entrepreneurs	229	47	182	Technical support provided to local entrepreneurs by the business service centres from the districts of Metuge (Cabo Delgado Province) and Nacala-Porto, Ribaue, Mecuburi and Murrupula (Nampula). 15% women owning/managing SPX/RECP companies
Civil servants/government	179	23	156	Technical training provided to district government official to create enabling local business environment. This training was provided through the organization of workshops at district levels with involvement of (IPEME) SMEs Institute and also through the district business centres.
Indigenous				
Children				
Youth	148	42	106	Training at community level for young women and men in sectors related to construction and hospitality
Trade Unions	2	2	0	
<b>Total</b>	<b>877</b>	<b>194</b>	<b>683</b>	

<b>Beneficiary type - institutional</b>	<b>Total</b>	<b>Comments</b>
SMEs	17.00	Value chains were identified in the area of tourism in Palma and I agriculture in Montepuez district in Cabo Delgado province. This value chains identified within the framework of the newly District Business Centres will supported and integrated into local economic development planning in 2016.
Cooperatives		

Government/municipal organizations	12.00	MEF, MITADER, MIC, MIREME. District Business centres are embedded in the Economic Activities District Services (SDAEs) and are meant to be used by the government as a tool to promote local economic activities. In 2015, 3 District Business Centres were established in the 3 extractive industries related districts of Montepuez, Palma, in Cabo Delgado province, and Nacala districts in Nampula Province. In 2016 two additional District Business Centre will be established in the mining district of Manica in Manica province and in Monapo District in Nampula province. A 13rd business centre will be established in Cokwe district in Gaza province. Contacts to identify potential collaboration, value chains and market linkages were established with two mining companies in Montepuez district: Ruby Mining and Grafext and in Palma district with two tourism companies Palma Residence and Karibu Palma. The main results are agriculture supply in both districts "
Private sector	19.00	Contacts to identify potential collaboration, value chains and market linkages were established with two mining companies in Montepuez district: Ruby Mining and Grafext and in Palma district with two tourism companies Palma Residence and Karibu Palma. The main results are agriculture supply in both districts
Community-based organizations	1	One CSO, CESC (Centro de Aprendizagem e Capacitação da Sociedade Civil) is supported by UNDP to engage with community based organizations in the monitoring of local service delivery.
NGOs	4	Within the SDG-F programme CESC engaged in a CSO consortium composed by three other CSOs: FDC (Fundação para o Desenvolvimento da Comunidade); CTC-COOP (Cooperativa para Terras Comunitárias) and LEXTERRA providing technical support; within this context a study was conducted to assess the functioning of the community development funds with regards to the land and Natural Resources revenues
Trade Unions	2	The two main Trade unions confederations have been regularly involved in the activities
<b>Total</b>	55	

## Indirect Beneficiaries - Breakdown

Beneficiary type - individual	Total	Female	Male	Comments
Farmers				
Entrepreneurs	400			



Civil servants/government	800		At central level support to MEF and MIREME in the preparation of local content policy as well as Mineral Resources Policy and Strategy (in progress); At provincial level support to provincial governments of Cabo Delgado, Nampula and Manica Provinces in the establishment of conditions for Extractive industries Project implementation such as hiring of technical staff and the dissemination of EITI 2015 annual report in the provinces of Nampula, Cabo Delgado and Tete
Indigenous			
Children			
Youth	3,274		Support to the elaboration of the national employment policy with the direct involvement of 3964 people (sources Ministry of Labour)
Trade Unions	150		
<b>Total</b>	4,624	0.00	

<b>Beneficiary type - institutional</b>	<b>Total</b>	<b>Comments</b>
SMEs	200.00	
Cooperatives		
Government/municipal organizations	25.00	At central level support to MEF and MIREME in the preparation of local content policy as well as Mineral Resources Policy and Strategy (in progress); At provincial level support to provincial governments of Cabo Delgado, Nampula and Manica Provinces in the establishment of conditions for Extractive industries Project implementation such as hiring of technical staff
Private sector	100	
Community-based organizations		
NGOs	25	
<b>Total</b>	350	

#### **Any other information regarding JP beneficiaries\*:**

With matching funds from Norway the ILO supported the organization of 7 courses for young women and men in Palma. This intervention allowed INEFP, the government training provider, to build a reliable database and start to improve its monitoring and evaluation tools. The total nr of people involved in the 7 courses was 150 with 32% of women. All the participants were selected in collaboration with the local authorities and the youth associations. In the year 2 of the program the INEFP requested to support the association created by the trainee with tool kits to start self employment. INEFP has an already established mechanism for the use of the tool/kits that will ensure a proper utilization.

The ILO organized also a training on Green Construction with the participation of 29 people, since the construction sector is male dominated only 2 of them were women.

In Nacala the ILO organized a training on participation of women in the extractive industry value chains for

32 people with 55% women. Women entrepreneurs were a specific target of the course to enhance their capacity to be part of the extractive industry value chains. The ILO has additionally organized 3 courses during the last period. The CODE training targeted 21 participants (9 women) from INEFP on mainstream entrepreneurial skills in the INEFP curricula. As a result of the course INEFP is planning to include the CODE methodology in its curricula. The program trained also 21 people from INEFP (7 women) on monitoring and evaluation of training. The course had the innovative approach of using a residential training together with an e-learning methodology. The total duration was 2 months with a high participation of the trainees. The ILO organized also in Pemba with matching funds from Italy a training of trainers on start your business. The 26 participants (7 women) from Pemba, Nampula, Nacala and other districts of the 2 provinces learned how to train micro and small enterprises (women enterprises in particular) in order to market and sell products and keep record of the cash flow. As a result of the activity the partners involved prepared a roll-out plan to include at least 150 women entrepreneurs.

In 2015 the focus of UNDP was the preparation of local content policy (LCP) formulation process by supporting MEF (Ministry of Economy and Finance) and MIREME (Ministry of Mineral Resources and Energy). In 2016 the data on training and beneficiaries will be available as the LCP formulation will involve consultations with relevant stakeholders and at all levels. At policy level the ILO supported the process of the elaboration of the National Employment Policy (with matching funds contribution from ILO budget). The process involved directly 2,900 people in the seminars at national and provincial level and 1,064 people in the seminars at district level. 70% of the people involved were young and 50% were women.

UNIDO continued the support of around 390 companies of its database with an average size of 50-75 employees.

These companies are regularly visited by the SPX Team and their information is constantly updated. In addition 40 companies have been approached for the benchmarking assessment exercise which principally leads to all or some of the following: new products, new methods of production, new sources of supply, the exploitation of new markets and new ways to organize business.

## **V. Joint Programme Progress**

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Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>JP Outcome 1: MNEs in the extractive industries comply with local content policies, environmental friendly sustainable business practices, and apply gender and age sensitive recruitment policies to hire nationals</p>	<p>In the area of skills development the main counterpart INEFP showed a great commitment in improving the service provided to young women and men. The percentage of women who participated in the training was higher than the average for INEFP courses. INEFP improved its capacity in dealing with the requests of the market, monitoring and evaluating the training. The database developed to follow the young women and men who enter in the labour market after the training will be key to improve their opportunities to find a decent and stable job. At policy level the EITI (Extractive Industry Transparency Initiative) country annual report dissemination was a successful initiative that showed the commitment and the interest from the Government in comply with the international requirement. As for the local content policy, the government is still committed to produce a coherent instrument able to respond to the complex reality on the ground.</p>	<p>The program is still affected by the global economy slowdown and the delay in the investment from the large Multinational Enterprises. The local communities, especially young women and men, participated actively in the training with the hope to find quickly a job. Unfortunately their expectations are frustrated by the lack of opportunities with a serious risk of possible conflicts and emigration to other areas.</p>	<p>The deliverables mentioned under the output will help to contribute to achieve the outcome as planned. Corrective measures to deal with the situation mentioned include the provision of support to the associations created by the trainees in order to equip them with tools to enter in the local labour market</p>

<b>Expected Results (Outcomes &amp; outputs)</b>	<b>Progress</b>	<b>Difficulties</b>	<b>Expected deliverables</b>
<p>JP Output 1.1: Gender sensitive Skills Gap analysis jointly undertaken by INEFP and Industry for EI and related value chains</p>	<p>In close coordination with the KOICA funded project and INEFP, tools to carry out gender sensitive skills gap analysis targeting selected communities and economic opportunities were designed (May 2016); Trainers from INEFP Cabo Delgado, as well as representatives from other key stakeholders (Ministry of Agriculture and Food Security, Ministry of Economy and Finance) were trained in the implementation of the tools mentioned above. 10 participants, May 2016; First field implementation of the above tools will be carried out from 6 to 17 June 2016.</p>	<p>The country is facing a financial crisis involving also a serious issue regarding financial and political credibility. This challenge however can facilitate the finalization of the agreement between the EI multinational and the Government in order to start the investments and inject money in the system.</p>	<p>Training on Gender sensitive skills gap analysis completed by May 2016. Field test of the methodology completed by June 2016.</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>JP Output 1.2: INEFP schools capacity developed to teach skills demanded by EI firms to young men and women (specifically including skills for green job market)</p>	<p>The UNJP implemented different activities to strengthen the capacities of INEFP and create links with the EI. INEFP trained more than 250 people under an agreement with the ILO and Anadarko, the US based company that holds together with Eni the concession for the extraction of the gas in the province. It is important to note that INEFP was able to have constant interaction with the communities, the multinational companies and the trainees.</p> <p>The program carried out a</p> <ul style="list-style-type: none"> <li>• Training of Trainers on Monitoring and Evaluation. A mix of a distance and residential learning activity with 21 participants, between March-May 2016;</li> <li>• Database to monitor graduates of INEFP Cabo Delgado designed; this will facilitate follow up of the beneficiaries, on quarterly basis, during 1 year after training (can be changed according to the needs): <ul style="list-style-type: none"> <li>o Database designed and first tests done;</li> <li>o Currently additional functionalities being incorporated into database (ex: upload information from excel files, to capture data prepared remotely, in the different communities of the project);</li> <li>o Update of the database (trainees follow up) to be carried out in June 2016.</li> </ul> </li> </ul> <p>Under this output the Ministry of Labour and INEFP requested the provision of tool-kits for the associations created by the trainees and more support to the trainer in the area of industrial maintenance and entrepreneurship linked to the agriculture sector</p>	<p>as mentioned in the previous report because of the change in Government and in the INEFP some time was spent to discuss with the Ministry of Labour the PPP framework. INEFP now created a specific department to deal with the PPPs that will be technically supported by the program.</p>	<p>10 associations of former young trainees strengthened to provide economic opportunities to at least 100 young women and men. 700 people trained by the KOICA project on the TREE methodology that will identify economic opportunity for young women and men in the eselcted communities.</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>Output 1.3 Implementation of the mining policy and its HR component actively enhances local employment opportunities</p>	<p>In progress. Initial planned activity was to finalize Mineral Resources Policy and Strategy Implementation Plan (PI PERM). However, due to the government priority change, support was requested by MEF and MIREME for the development of the Local Content Policy (LCP). In fact in 2016 it is expected that both the PI PERM and LCP will be finalized.</p>	<p>□ New government restructuring process has been slow affecting project implementation in general including priority shift and policy formulation. Most of activities started to be implemented from September 2015.</p>	<p>Consultation for the Local Content Law conducted leading to its submission to the Parliament for further discussions and approval; PI PERM finalized to support the implementation of the Mining Policy (PERM IP); Expert advice and technical assistance provided on key policy issues related to extractive industries and employment (e.g. employment rights and standards, social and environmental policy, human rights)</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>Output 1.4 Enhanced public awareness of, and transparency in the promotion of local employment opportunities in relation to extractive industries</p>	<p>In progress. Three EITI (Extractive Industry Transparency Initiative in Cabo Delgado (50 participants) and Nampula (80 participants) and Tete provinces) workshops were organized to disseminate country annual report workshops to ensure that information reaches local governments and communities. CESC (Centro de Aprendizagem e Capacitação da Sociedade Civil) is supported by UNDP to engage with community based organizations in the monitoring of local service delivery. Within the SDG-F programme CESC engaged in a CSO consortium composed by three other CSOs: FDC (Fundação para o Desenvolvimento da Comunidade); CTC-COOP (Cooperativa para Terras Comunitárias) and LEXTERRA providing technical support; within this context a study was conducted to assess both the functioning of the community development funds with regards to the land and Natural Resources revenues, particularly in EI and the opportunity for the CSO intervention in this area.</p>	<p>No particular difficulty encountered</p>	<p>EITI capacity to work at local level strengthen by provision of technical and financial assistance Dialogue on impact of the decrease of EI commodity prices in Mozambique promoted. Conference to discuss issues related to women in extractive industries conducted South-South learning and cooperation to enhance the governance of local content, extractive industries, business linkages and skills development facilitated CSOs capacities to deal with issues related to the Extractive Industries sector strengthened by provision of financial and technical assistance including research, workshops, training, study tours, Roundtables with other CSOs, and the CPC Adaptation of citizen's report cards for community engagement in the dialogue on extractive industries for local sustainable development and piloting of the adapted tool.</p>
<p>JP Outcome 2: An improved and more egalitarian workforce with vocational skills and competencies have improved employability opportunities in Extractive Industries firms and in SMEs operating in value chains feeding into the EI sector</p>	<p>The JP was implemented according to the workplan. The delays in the investment can create some constraints to the achievement of the targets</p>	<p>The capacity of the SMEs in the provinces interested by the extractive industry is very limited and could pose serious risk to their own sustainability.</p>	<p>The target of 250 SMEs supported seems difficult to reach in the new economic context</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>JP Output 2.1: Enhanced business linkages between large buyers and SMEs</p>	<p>Currently there are 50 profiles updated into SPX MIS by placing ISIC and UNSPS codes Rapid mapping and assessment of outsourcing opportunities in the District of Moma (Kenmare mine and processing plant) and preparation of a Report for future dissemination Identification of specific supply chain opportunities from main buyers in the country, e.g. PLAMA – Mozambican Platform of Water; MOZAL, Portucel and Green Resources Renewed efforts by the CPI and SPX Team, assisted by technical and advisory support from UNIDO HQ to intensify Buyer engagement and matchmaking opportunities between SPX serviced suppliers and main buyers in the key economic sectors. SPX is playing an important role in bridging the information gap between buyers and suppliers by: (i) identifying the supporting industry capacity tenable for more backward and forward linkages in the Mozambican economy and as a result generating more local content for the main industrial players and (ii) assessing local supplier capacity, determining performance and practice competitiveness of local industrial enterprises</p>	<p>Activities agreed to be executed by CPI with UNIDO support were reviewed in October 2015 and rescheduled to end by April 2016 The SPX Centre has agreed with UNIDO to stop the Profiling activity in order to improve the quality data of the enterprise profiles. The focus of SPX work is now to increase the number of companies benefiting from the SPX Benchmarking services, maximize possibilities of matchmaking through renewed effort to engage more Buyer Firms through SPX Buyers´Engagement methods and increase SPX sensitization through various media channels including web page development. Remoteness of Moma site Impact of global economic recession on oil and gas and mining sectors Cost-effectiveness of workforce, supplies and operations Expanding the pool of buyers beyond MOZAL, Kenmare, VALE etc. requires permanent sensitization and outreach</p>	<p>No. of SMEs profiled in different parts of the country and in selected Provinces, disaggregated by sex of owner/manager (target: 400) No. of buyers permanently engaged by the SPX Programme and concretely routing some of their procurement requirements via the SPX Mozambique Reports and analytical studies on the number of SMEs having consolidated business linkages and economic transactions with larger buyers Large buyers prefer not to participate in the SPX and continue to make their own arrangements (risk mitigation measures, see C.7) 24 Centre (target: 10)</p>
<p>JP Output 2.2: Promotion of inward foreign direct investment for technology and equity provision to local subcontractors with upgrading requirements</p>	<p>Bilateral RECP meetings between UNIDO and national partners ( MIREME, CPI-SPX and UNIDO office Maputo , Loja de Energias Renováveis) South Africa National Cleaner Production preparatory mission to prepare RECP capacity building assistance and planning in partnership with the SPX centre</p>	<p>Identification of suitable candidates with basic knowledge of RECP principles Readiness and commitment of SMEs enrolled in SPX to participate in training events Reliance on foreign expertise and language barriers</p>	<p>No. of companies audited for RECP (target: 10) No. of qualified national trainers disaggregated by sex (target: 20)</p>



Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>JP Output 2.3: Strengthened investment promotion capacity at district level through enhancing the capacities of the “one stop shops” (Balcão de Atendimento Único - BAU)</p>	<p>18 companies identified to be updated, of which 13 were already contacted and progressively providing some relevant information but still to be completed. 7 companies have been able to generate respective benchmarks reports successfully with action plans and information on company benchmarks duly shared with company management representatives. Intermediate level COMFAR training delivered to CPI, GAZEDA and IPEME Basic and intermediate level COMFAR training delivered to MITADER - DNPDR Invitation to Hannover Messe 2016 industrial trade fair, delivered to CPI and to private sector Mozambique will have a stand presence at Hannover Messe and will be able to link up to other SPXs such as SPX Kenya, Tanzania, Cameroon, Iraq, Iran, Pakistan</p>	<p>Expanding the number of new benchmarking according to SPX standards in line with the buyer opportunities emanating from a more intensive Buyer Engagement methodology adopted by the SPX Team Institutional commitment and high turnover of trainees Practice and use of COMFAR in real-life project feasibility and appraisal Requests for delivery of COMFAR to designated civil servants in all provinces Timely confirmations by SMEs, since travel and exhibition costs for private sector not supported by UNIDO</p>	<p>No. of companies benchmarked (target: 40) No. of local companies assisted for developing international joint ventures and assisted for project appraisal and feasibility (target: nationwide (2 for Cabo Delgado, 8 for Nampula); disaggregated by sex of owner/manager No. of cumulative B2B meetings held with potential foreign investors (target: 50 B2B cumulative meetings).</p>
<p>JP Output 2.4: Established resource-efficient and environmentally sustainable small suppliers procedures.</p>	<p>Request of technical assistance from MIC Preliminary discussions held ToRs for BAU gap analysis completed</p>	<p>No particular difficulty encountered</p>	<p>No. of existing BAU upgraded and trained to provide additional business services and support business linkages (target: 4 - Nampula, Nacala, Pemba + 1 TBD) No. of local businesses (possible value chains: Construction, Hospitality, Industrial maintenance and agro-processing) accepted in MNEs supply chains (target: 4, 2 Nationwide, 1 in Cabo Delgado and 1 in Nampula; value chain information disaggregated by sex and/or reviewed according</p>

<b>Expected Results (Outcomes &amp; outputs)</b>	<b>Progress</b>	<b>Difficulties</b>	<b>Expected deliverables</b>
<p>JP Outcome 3 National/Local SMEs capitalize on supply chain/value chain opportunities and provide environmentally sustainable services and products to the extractive industries</p>	<p>The draft of the employment policy was discussed in the provinces and the districts of the country with the participation of 3564 people. The validation seminar was organized on 30 May 2016 at the presence of more than 400 people. The seminar was opened by the President of the Republic. The Government and the social partners are keen to have a political framework to create decent jobs at national level and in the provinces interested by the extractive industry.</p>	<p>The Government showed a strong committee to support the jobs creation in the country. However as already mentioned, the new global economic environment and the internal financial crisis are posing challenges that can be overcome only with the support of all the parties involved.</p>	<p>National employment policy approved by the Parliament by the end of 2016</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>JP Output 3.1: Employment Action Plan outlines roles and responsibilities of government and social partners</p>	<p>The output 3.1 and the output 3.2 are part of a comprehensive strategy of the UNJP, the ILO and the Ministry of Labour in order to reach the objectives of the 5-year government plan in terms of job creation. To do so the Government of Mozambique through the Ministry of Labour asked the ILO and the UNJP the technical support for the elaboration and the discussion of the Employment policy. The Ministry itself contributed with more than 200,000 USD. The studies elaborated were focused on market system analysis in the construction sector, youth employment and the role of the foreign workers (the latter is of particular importance for the Extractive Industry). With matching funds from the ILO 5 people participated in the academy in the ILO turin Centre for the elaboration of the employment policy and with matching funds from the Italian Government 6 people participated in a high level policy dialogue in Turin on global supply chain, sustainable development and employment policy. The draft of the communication strategy to disseminate the employment policy was elaborated.</p>	<p>The process of the elaboration of the employment policy is very participatory with the presence of people from districts and small cities. No difficulties so far</p>	<p>Employment policy with a focus on EI and corporate social responsibility developed through a participatory approach. Employment Policy approved by the Parliament by December 2016 and disseminated at national provincial and district level</p>

<b>Expected Results (Outcomes &amp; outputs)</b>	<b>Progress</b>	<b>Difficulties</b>	<b>Expected deliverables</b>
JP Output 3.2: Dissemination of the Employment Policy and training of specific government agencies and the social partners responsible for the implementation of the EP, special focus for the provinces of Nampula and Cabo Delgado	After a specific request by the Ministry of Labour this output has a more strong focus on the National employment policy, including the implementation and the communication plans and the evaluation of the previous employment strategy«.	The Employment policy will have a detailed implementation plan that will lead to a tripartite jobs pact. No specific difficulties related to the relationships among the partners	Implementation plan of the employment policy drafted by April 2017
JP Output 3.3: LEDAs and promotion of local employment opportunities are integrated into local development policies and plans at provincial, district and municipal level	In progress. In year 1 focus in the identification of value chains in the extractive industries related districts of Montepuez, Palma, in Cabo Delgado province; 4 value chains were identified in the area of agriculture and tourism;	Weak local Government capacities particularly of SDAE Economic Activities district Services	Identify and support the development of local value chains Revise local strategic development plans to integrate a more explicit LED/employment promotion component

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<p>JP Output 3.4: Integrated gender friendly business services</p>	<p>□ In order to enhance district government capacity to ensure inclusion of local community in the Extractive Industry related business opportunities 3 District Business Centres (DBC) where established in the 3 extractive industries related districts of Montepuez, Palma, in Cabo Delgado province, and Nacala districts in Nampula Province. Value chains were identified in the area of tourism in Palma and of agriculture in Montepuez district in Cabo Delgado province. This value chains where identified within the framework of the newly District Business Centres and will further supported and integrated into local economic development planning in 2016</p> <p>□ Technical training provided to district government official to create enabling local business environment. This training was provided through the organization of workshops at district levels with involvement of (IPEME) SMEs Institute and also through the district business centres</p>	<p>Management, leadership and sustainability of district DBSC</p>	<p>□ In year 2 DBC capacity will be further strengthened. A joint work involving UNDP, ILO and FAO will be organized to ensure that each agency expertise is combined to provide UN consistent support.</p> <p>□ In year two additional District Business Centre will be established in the mining district of Manica in Manica province and in Monapo district in Nampula Province.</p> <p>□ Value chains identified within the framework of the newly District Business Centres will supported and integrated into local economic development planning in in 2016</p> <p>□ In result of both strengthening of BSC capacities, training of beneficiaries, the establishment of a new BCS in Manica Province and the identification and support of the value chains, it is expected that more people will benefit from this intervention including women.</p> <p>More people trained in 4 districts at BSC .</p> <p>□ In result of the JP intervention 519 employment opportunities where created. It is expected that the new employment created will be 660 in 2016 and 786 in 2017.</p>
<p>JP Outcome 4: Decision makers, national and internationally, have better access to data for formulating job creating measures and strategies in relation to Extractive Industries</p>	<p>The Joint Program started a collaboration with the recently created National Direction for Labour Market Observatory. This will allow the dissemination of reliable data on employment.</p>	<p>High cost of collection reliable data in remote and dispersed communities</p>	<p>The Labour market Observatory will produce trimestral bulletin on employment trends to allow the matching between demand and supply</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
JP Output 4.1: The Project is based on a solid qualitative and quantitative data management approach able to assess progressive achievements in identifies outputs and outcomes.	Baseline studies and monitoring and evaluation system in place	Tracking and monitor the activities in provinces far from the capital city is challenging. The political and military conflict in the north of the country could jeopardize the plans	Monitoring system improved to respond to the evolving needs of the program
JP Output 4.2: Partners and stakeholders are informed about the programme's objectives, approach, lessons learnt and results. Awareness is raised on employment related issues, and corporate businesses and government take responsible and informed decisions	The UNJP was included in the first 100-day plan of the President of the Republic. This gives visibility to the program and ownership by the main stakeholders. A communication strategy was finalized. The UNJP successfully advocated to put youth employment and extractive industry as advocacy issues for the UN system. Thanks to this effort, the Programme Coordinator had the opportunity to highlight the work of the UNJP during TV debates, conferences, interviews and radio programs.	The implementation of the communication plan is challenging because of the little funds available	Knowledge sharing platform finalized and online

## Cross-cutting issues

How has the JP addressed during the reporting period (please provide concrete actions):

1) The **sustainability** of the JP work. (200 words)

The new government showed a great commitment in the implementation and the appropriation of the program. The fact that the UNJP was included in the first 100-day plan of the President of the Republic is a clear sign of ownership. The creation of jobs is a top priority and there is a strong need to equip young women and men with marketable skills. The implementation of the SPX programme evolved from greater reliance on external expertise to the transfer and consolidation of capacity within the implementation partner, the CPI in this case. In addition, the financial support provided by SPX to the CPI to cover the roll out and remunerations, is gradually shifting to State funding, as the IP successfully managed to insert SPX within the scope and the core of business linkages department. District Business Centers are embedded in district government's structure, within the district economic activities Services unit. A focal point is assigned by this Unit to district Business centers. Most of the value chain activities are prioritized and budgeted by local governments and communities. One example is the use of "7 Milhões" (rotational fund allocated to the districts by the Central government) as a way to contribute to business development and

employment creation. The Government showed also a great commitment in the elaboration of the employment policy funding the process with more than 200,000 USD so far. The strong links of the agencies with their counterparts will ensure the sustainability of the intervention.

## 2) The promotion of **women's empowerment and gender equality**. (200 words)

The environment where the UNJP is implemented is particularly challenging for working women and women entrepreneurs. It is rare to find companies with women constituting more than 10% of its workforce in spite of evidence that they take better care of equipment, better enforce health and security standards which are vital elements for business efficiency. To address this issue the UNJP stressed the importance of the participation of women in the training. The training implemented by INEFP and ILO had a participation of women between 30% and 55%. ILO designed and implemented a specific course on Women in the extractive industry value chains to promote women empowerment.

Unfortunately the participation of women (15%) and youth (26%) in the management of SMEs catalogued by SPX is still low. These two groups enjoy less access to skills development opportunities, information and knowledge in general. UNIDO expects to join forces with JP agencies to revert the current scenario.

The UNDP found huge inequality/low level of women participation in business related issue, particularly having access to the business centre. From Jun-Dec 2015, the UNJP succeeded to increase women participation from 0 to 10. This was possible due to the involvement of women in training workshops. Only in 2017 it will be possible to assess how many women will be able to benefit from business opportunities established with SDG-F JP support

## 3) The engagement in **public-private partnerships**. (200 words)

So far the engagement between the public and the private sector was positive despite the little of involvement of the Multinational Enterprises because of the lack of clarity in their investment plan. Anadarko financed some training in collaboration with INEFP and the UNJP, the private sector participated in the mission to Italy with the Vice-President of the Employers' confederation. More partnerships will be developed once the final investment decision will be taken by the companies in the north of the country. Eni contacted recently the UNJP and showed a great interest in the work on skills development and the local content policy elaboration.

The SPX entails substantive collaboration between the investment promotion center (CPI) and the private sector, including those multinationals pivoting major megaprojects in Mozambique. Nevertheless such collaboration consists on exchange of information and joint organization of workshops, not accounting therefore for PPPs, according to Mozambican law.

Market linkages forum was organized to establish links between local companies and local agriculture producers in Montepuez district in Cabo Delgado Province. In result of this initiative, local mining companies such as Ruby Mining, Grafex) and from Palma district (Karibu, Palma Residence) has shown interests/supports to promote local supply. The opportunities for business linkages identified in 2015 will be further supported by the district business centers and by joint work involving, UNDP, ILO and FAO in 2016. Only in 2017 will possible to have accurate information.

## **Communication and Advocacy**

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**Has the JP articulated an advocacy & communication actions that helps advance its policy objectives and development outcomes?:**

Yes

**Please describe communication activities developed as part of the JP. :**

The UNJP implemented some activities of the communication plan, nameley: Press release for the launch of the UNJP

Participation of the Programme Coordinator at the radio programme on women workers' right and gender equality on the main Radio station

Participation of the Programme Coordinator in the TV debate on youth employment on STV (main private broadcast)

Participation of the Programme Coordinator as a speaker in the Employment Conference organized by STV

Production of a fact sheet on the UNJP Website/web knowledge sharing platform Visibility applied in all materials produced

Website in portuguese

**Please provide concrete gains on how the the JP communication and advocacy efforts have increased awareness on SDGs.:**

- The programme was launched by the vice minister and the RC in Cabo Delgado. The launch had an extensive coverage in the media.

- In the programme activities, explanations and clarifications on how the programme will contribute to SDG targets have made explicit as this align with the national targets in Government's plan.

- The programme has also allowed for space and capacity to influence the national employment policy work which is directly contributing to the SDG 8

In 2015 the main communication activities were conducted through raising awareness of the JP at central and local levels. This component will be further enhanced in year 2

**JP website URL:**

<https://ecampus.itcilo.org/course/view.php?id=163>

**JP website URL:**

<https://ecampus.itcilo.org/course/view.php?id=163>

**JP twitter handle:**

@

Other social media channels managed by joint programme (Instagram, Google+, You Tube...):

**One UN Coordination and Delivering as One**

The SDG-F is based on the principles of effective development cooperation, inclusion and participation and One UN coordination.

Actions	Description
Managerial practices (financial, procurement, etc.) implemented jointly by the UN implementing agencies for SDG-F JPs	The agencies involved in the UNJP have been working together and coordinated by the RC. UNDP and ILO participated in two missions to the field. Giving the nature of the program the procurement of goods and services was very limited. The programme coordinator ensured a coordinated approach and represented the program in different fora and conferences
Joint analytical work (studies, publications, etc.) undertaken jointly by UN implementing agencies for SDG-F JPs	UNDP contributed to the ILO market system analysis in the construction sector in Cabo Delgado. UNDP and UNIDO contributed to the elaboration of the TORs for the consultancy company for the elaboration of the National Employment Policy



Actions	Description
Joint activities undertaken jointly by UN implementing agencies for SDG-F JPs	Joint mission to Cabo Delgado and Nampula to officially present the Joint Program to local governments. UNDP collaborated in the ILO training on green construction UNDP and ILO attended UNIDO/CPI workshop on SPX
Other, please specify:	

### What types of coordination mechanisms and decisions have been taken to ensure joint delivery? :

The programme coordinator is the focal point for the activities to be implemented by all the agencies involved in the program. The agencies agreed in delegating the Programme Coordinator to represent the program at every level and ensure the coordination of the joint delivery. The Programme Coordinator updates the agencies on weekly basis by email, in the monthly meeting and on ad hoc basis. The steering committee met on 5 May 2016 to revise the workplan and discuss the status of the program. The Program Management Committee met on 1 June 2016 to discuss the status of the program, the 3-month workplan and plan joint activities as for the minutes attached

### National Ownership: Paris, Accra and Busan Commitments

The SDG-F strengthens the UN system's ability to deliver results in an integrated and multi-dimensional manner by supporting the Joint Programme modality and by bringing together United Nations Agencies and national counterparts in a collective effort to ensure ownership and sustainability of results of JPs and advance towards the SDGs.

Partners	Involvement *	Type of involvement	Examples
Government (specify national/local)	Fully involved	Policy-decision making Budget	The government at national level put the program in the first 100-day plan of the President of the Republic giving to the program visibility and assuming a complete ownership. Minor adjustments were requested and approved to align the program with the 5-year government plan. The agencies use national implementation modality as way to improve government ownership and accountability and sustain knowledge. In general funds are transferred to the implementing partner that it is responsible to implement activities with the agency's technical assistance.

Partners	Involvement *	Type of involvement	Examples
Private Sector	Fully involved	Policy-decision making Budget Other <b>Please specify:</b> Dialogue with Government and Trade Unions	The representatives of the private sector are part of the Programme Management Committee and fully involved in the programme through the joint work developed with the UN agencies. The programme promotes market linkages between private sector and local communities. The dialogue among Government, Private sector and Trade Unions is promoted at national and provincial level. The ILO organized a joint high level mission to Italy to strengthen the capacities of the stakeholders. UNDP supports policy development to enable business environment Ex: Local Content Policy. UNDP promotes market linkage between private sector and local communities. UNDP supports Business development to the most vulnerable and to women for income generation and employment creation.
Civil Society	Fully involved	Policy-decision making	UNDP supports the improvement of CSOs' capacity. The Trade Unions representatives are part of the Programme Management Committee and very active at provincial level. UNDP works with CESC with a focus on extractive industry and local employment.
Academia	Fully involved	Policy-decision making	The ILO involved the University A Politecnica for the elaboration of the employment policy and the employment strategy. So far the relationships is very positive; the collaboration with the UNJP and the university on this matter raised a strong interest among the donors community and other stakeholders

\* Implementation of activities and the delivery of outputs

**Please briefly describe the current situation of the government, private sector and civil society on regards of ownership, align:**

The government agencies, both at central and provincial level are the main implementing partners of the Program. The government consider the program as part of their own plan and report the results in the Government annual report. During the reporting period the private sectors faced acute challenges especially in the provinces interested by the extractive industry. The expected commence of the work to build LNG plants, ports and airports in Palma was postponed and didn't start yet. This situation has an impact on the multinational companies and the local small and medium enterprises. The multinational companies are reluctant to be involved in activities outside their main core without being sure that their investments will be finalized; on the other hand the small and Medium local enterprises suffer the uncertainty of the situation and many are facing serious challenges to survive and grow. In the case of UNDP, the agency uses national implementing modality (NIM) to implement the Joint Programme as way to improve government ownership and accountability in results achievement. Funds are transferred to the implementing partner that is responsible to implement activities with UNDP technical assistance. As far as the civil society the programme worked with CESC (Centro de Aprendizagem e Capacitação da Sociedade Civil) to conduct a study to assess the opportunity for the intervention of the CSOs in the issues related to natural resources. The study will surely help in understanding the best strategy for the civil society in the interaction with the actors. This CSO follows NIM modality and engages with other relevant CSO to conduct some activities. The Trade Unions were also involved in the activities of the program and benefited from the training provided.

### **Please briefly provide an overall assessment of the governance and managerial structures :**

The steering Committee met on 5 May 2016 and was chaired by the Deputy Minister of Labour (minutes attached). Because of internal communication problem within the Ministry the Deputy Minister questioned the structure of the Sc and requested a larger involvement of other Ministries. The PMC met on 1 June 2016 with the presence of the UN agencies working in the program, their counterparts at government level, a representative of the Trade Unions and the program office of the AECID. The PMC went ahead in a very positive and collaborative environment and created the basis for further collaborations among the different ministries. The RC had meetings with the Programme coordinator and the other colleagues of the agencies and she is now fully involved in the program.

## **VI. Joint Programme contribution to the SDGs**

<b>SDG #</b>	<b>JP Contribution</b>
Goal 8	<p>The JP is supporting the elaboration of the local content policy and the national employment policy through technical assistance. The intervention is also enhancing the capacities of SMEs and local workforce to be able to take advantage of the opportunities available.</p> <p>The JP contributes to the achievement of the following targets:</p> <p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour intensive sectors</p> <p>8.3 promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial service</p> <p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p>
Goal 4	<p>The JP promoted the access to quality training for young women and men in remote areas of the country. More than 150 young women and men received vocational training during the period. The JP contributes to the achievement of the following targets:</p> <p>4.3 by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university</p> <p>4.4 by 2030, increase by x% the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.5 by 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples, and children in vulnerable situations</p>

## **VII. Additional Information**

### **Additional Comments:**

The collaboration among all the actors involved improved substantially in the last period. Despite the difficulties that the country is facing the program is seen instrumental to stabilize the economic context of

the local communities and catalyze further resources. The starting of the ILO Skills development project funded by KOICA and the UNDP mining project contributed greatly to the improvement of the services delivered and the integration of the UN initiatives in the area.

## Attachments

### **Programme baseline study \*:**

 [Baseline study PT SDG-F.docx](#)

### **Performance Monitoring Framework \*:**

 [Workplan SDG-F 11 05 2016 FINAL ENG.xlsx](#)

### **JP Communication and Advocacy Plan \*:**

 [SDG-F communication strategy IF.docx](#)

### **JP Knowledge Management Plan \*:**

 [SDG-F M&E and KM Strategy FV.docx](#)

### **NSC and/or PMC Minutes \*:**

 [Steering Committee -05May2016 Minutes FINAL ENG.doc](#)

### **Publications and reports generated by the JP \*:**

 [SDG-F study Trabalhadores Estrangeiros.docx](#)

 [SDG-F study JUVENTUDE\\_TRABALHO\\_EMPREGO.docx](#)

### **Other publications:**

 [Minutes PMC 1.06.16.pdf](#)

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