

Programme Title:	More and better jobs in Cabo Delgado province and Nampula province - Harnessing the opportunities of the New Economy in Mozambique
Country:	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 Industrial Development Organization (UNIDO)

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.

SMEs became more aware of business opportunities in their respective sectors and beyond, and at best managed to forge new partnerships and their ability to compete and somehow adverse market conditions. Through profiling and benchmarking provided by the SPX those SMEs have come to identify and understand the quality and quantity gaps between supply and demand, in order to introduce the necessary corrective measures or upgrading required to become providers of local content to the EIs and MNEs.

Government institutions, e.g.: CPI, DASP (BAUs), DNDR, increased their ability to facilitate business and to identify niches of business opportunities with potential benefits to local communities and business.

Business associations, e.g.: CTA, AIMO, PLAMA, APME, CCM, etc. started to realize the benefits of business linkages approach as a catalytic for industrial upgrading, SMEs development and job creation. Towards the end of the SDGF JP, requests of technical assistance and participation to SPX surged, even though CPI and UNIDO could no longer be of assistance within the scope of this programme.

Throughout the implementation of the SDGF JP, an effort was made to grasp how women and youth were benefiting or at least participating in SPX. Roughly, 15% of SPX firms are managed by women and 26% by youth. However we could not gather information about how those categories are represented in the SPX firms' labour force. The private sector prevails dominated by male of an older generation, and that can be revealing why the levels of competitiveness and innovative business prepositions remain a challenge for the local SME sector.

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Reporting Period Ending:

Thursday, June 1, 2017

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III. Financial information

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	750,000.00	750,000.00	715,000.00
United Nations Development Programme (UNDP)	400,000.00	400,000.00	391,000.00	391,000.00
United Nations Industrial Development Organization (UNIDO)	350,000.00	350,000.00	327,103.00	326,328.00

Total	750,000.00	750,000.00	1,468,103.00	1,432,328.00
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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 other funds	172,900.00	172,900.00	172,900.00	172,900.00
UNIDO	236,500.00	236,500.00	236,500.00	236,500.00
KOICA	169,600.00	169,600.00	120,600.00	120,600.00
UNDP	650,000.00	650,000.00	650,000.00	650,000.00
Total	1,549,000.00	1,549,000.00	1,500,000.00	1,500,000.00

IV. Beneficiaries

Direct Beneficiaries – Breakdown

Beneficiary type - individual	Total	Female	Male	Comments
Farmers	684	98	586	Technical training on business management provided to local smallholder farmers from the districts of Bilene, Mandlakazi and Chibuto (Gaza Province), Metuge (Cabo Delgado Province) and Nacala-Porto, Ribaue, Mecuburi and Murrupula (Nampula). The training was provided by IPEME (SMEs Institute) and district business service centres.
Entrepreneurs	521	113	418	Training to women entrepreneurs in the district of Nacala to take advantage of the opportunities in the logistics of the extractive industry. Technical support provided to local entrepreneurs by the business service centres from the districts of Bilene, Mandlakazi and Chibuto (Gaza Province), Metuge (Cabo Delgado Province) and Nacala-Porto, Ribaue, Mecuburi and Murrupula (Nampula).

Civil servants/government	436	223	213	Training for INEFP on mainstreaming entrepreneurship curricula. 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. Training of National institute of Employment in the use of the newly established employment portal. Training trainers in different disciplines to strengthen INEFPs' capacity as training service provider, with focus on renewable energy
Indigenous				
Children				
Youth	698	288	410	Youth benefited from training and tool-kits
Trade Unions	2			
Total	2,341	722	1,627	

Beneficiary type - institutional	Total	Comments
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SMEs	612.00	<p>SMEs were registered in the SPX database, from which 472 company profiles uploaded on the SPX MIS (incl. Maputo 250, Nampula 46, C. Delgado 15, Tete 54, Zambezia 22, Sofala 48, Niassa 18, Manica 19). Value chains were identified in the area of tourism in Palma and in agriculture in Montepuez district in Cabo Delgado province.</p> <p>The value chains identified within the framework of the newly District Business Centres are supported to enhance MSEs and integrate them into local economic development planning in 2016 to as a local governance tool to facilitate the local economic development. 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 districts of Montepuez and Palma, in Cabo Delgado province, and Nacala district in Nampula Province. In 2016 two additional District Business Centre established in the mining district of Manica in Manica province and in Monapo District in Nampula province.</p> <p>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.</p> <p>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);</p> <p>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.</p> <p>Cabo Delgado and Nampula Provinces were initially identified as the main geographic focus for piloting productive linkages with EIs and MNEs, while Maputo due to the location of central Government institutions and also to being an important decision making centre for private sector initiatives would be the hub for policy and advocacy. Hence, the reality in the field has demonstrated that most of the local firms seeking for opportunities in Nampula and Cabo Delgado Provinces are in fact coming from elsewhere in the country, and mostly from Maputo. The lack of private sector dynamics is such that a joint mission to Montepuez (December 2016) UNIDO, ILO and UNDP, learned that during the entire year of 2015 the SDAE had registered only 13 businesses, 10 of which in the commercial sector and the remainder in the agribusiness sector.</p>
Cooperatives		

Government/municipal organizations	25.00	<p>Continuous process for the elaboration of the Draft National Content Law, based on the document of the Rationale and the comments and inputs collected in the process of consultations on the Rationale. In this phase, a multisectoral team was constituted of the following sectors:</p> <ul style="list-style-type: none"> • Ministry of Industry and Trade-MIC; • Ministry of Mineral Resources-MIREME; • National Hydrocarbons Company-ENH; • National Institute of Petroleum-INP; • Directorate of Legal and Notary Affairs of the Ministry of Economy and Finance; • National Institute for Standardization and Quality-INNOQ • Institute for the Promotion of Small and Medium Enterprises (IPEME). <p>in the 4th phase of the process, the draft Law document presented to the different sectors, including the Confederation of Economic Associations (CTA). An official letter was also sent by the Minister of Economy and Finance, Content Law for all sectors, requesting their contributions;</p> <p>After incorporating the contributions of the sectors in the Draft Law, the document was presented to the Economic and Social Council of the Government for consideration and discussion by the members. Following this presentation, the Prime Minister recommended that presentations be made to the Consultative Councils of the main economic sectors in order to deepen the debate on the CN. This guidance has been fully complied with.</p>
Private sector	36.00	<p>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.</p> <p>20 buyers identified/engaged (incl. Mozal, Portucel, Sasol, Kenmare, Vale, Rio Tinto, CDM, Lurio Green Resources, Coca Cola, CFM, Barloworld, Twigg Exploration & Mining, ENH, Midal Cable, ServiTrade, Petromoc, MPDC, Anadarko, General Electric, SAIPEM -SAIMEP)</p>
Community-based organizations	1	<p>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.</p>

NGOs	8	<p>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</p> <p>The success of business linkages entails a collaborative process whereby all actors have to perform their respective duties to the best of their abilities, in a context of an ideal and enabling business environment.</p> <p>Accordingly, SPX made a consistent effort to bring private sector associations/CSOs such as CTA, APME, CCM and AIMO to coordinate better with the CPI, BAUs and other public entities together.</p>
Trade Unions and Employers' organization	3	The two main Trade unions confederations and the employers' organization have been regularly involved in the activities
Total	685	

Indirect Beneficiaries – Breakdown

Beneficiary type - individual	Total	Female	Male	Comments
Farmers				
Entrepreneurs	550			
Civil servants/government	800	300.00	500.00	<p>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);</p> <p>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</p>
Indigenous				
Children				

Youth	3,274	1,637.00	1,637.00	Support to the elaboration of the national employment policy with the direct involvement of 3964 people (sources Ministry of Labour). Support of the implementation of the employment web portal
Communities linked to the natural resources and extractive industries	50,000			Advocacy through a study and a communication strategy to support to the civil society for the implementation of the Natural resources revenues funds
Total	54,624	1,937.00	2,137.00	

Beneficiary type - institutional	Total	Comments
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	120	
Community-based organizations		
NGOs	25	
Total	370	

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 250 with 32% of women. All the participants were selected in collaboration with the local authorities and the youth associations. INEFP requested to support the association created by the trainee with tool kits to start self employment. 35 associations received the tool-kits for a total of 230 people (35% women). 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 the CODE training targeting 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

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prepared a roll-out plan to include at least 150 women entrepreneurs. In the last period the project distributed additional 45 kits to 150 young women and men and provided training of trainers in different areas such as food processing and renewable energy.

From the beginning of the joint programme UNDP focus on 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). From 2015 to 2016 the total of 233 training and beneficiaries was reached along the LCP formulation involving consultations with relevant stakeholders and at all levels. The draft LCP is now waiting for the government approval. 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

ii. On the basis of a survey undertaken among SPX serviced firms, the following categorization of SME impact performance emerges:

- Firms registering overall negative performance - This category refers to firms which have not managed to establish new subcontracting linkages with buyers for the past 3 years. Their inability to generate new business has led to deteriorating domestic market share, which in turn has had negative consequences on employment levels, job creation as well as investment. These companies face adverse business conditions in their respective sectors and market which is undermining their future outlook performance. This category of performance referred to an estimated 13% of survey responses.

- Firms registering a moderately performance - This category refers to firms which have managed to establish new subcontracting linkages, have generated new business and have seen business orders increase. Because these companies face difficult business environment conditions and competitive market pressures, the increases in business orders has not translating itself in increased value of domestic market sales, partly indicating instances of uncompetitive business practices or deliberate decision to reduce prices to maintain and/or increase market share. Current scenario has led to at best, a slight increase in job creation and at worst a consolidation and maintenance of employment levels. These firms maintain a positive future outlook reflected in investment undertaken. The latter is underpinned by ongoing processes of industrial upgrading assessment and action (e.g. also triggered by SPX benchmarking service). This category of performance referred to an estimated 62% of survey responses.

- Category of firms registering positive performance - This category refers to firm which have successfully managed to establish new subcontracting linkages, generate new business and have registered increases in business orders increase, reflected in higher value of domestic market sales. In the majority of cases, this situation has led to job creation. Some firms maintain a positive future outlook fuelling investment in improved business operations. This category of performance referred to an estimated 25% of survey responses.

In general, there is evidence to suggest that SPX services (as in the identification of industrial capacity and suppliers, and matchmaking support between buyers and suppliers) have contributed to create the right conditions for the realisation of positive vertical linkages between buyers and suppliers, and these same linkages potentially lead to business orders and improved enterprise performance. Clearly business environment and market conditions in specific sectors heavily determine the extent of increases in real earnings and business revenue which in turn crucially influence the extent of job creation. Nevertheless, companies that seem to have embarked on a business upgrading trajectory - in part thanks to UNIDO SPX services such as buyer matchmaking and benchmarking - seem to exhibit a more positive business outlook which is reflected in increased investment, at best matched with job creation developments or at worst consolidating current employment levels.

V. Joint Programme Progress

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>During the period there was a substantial improvement in the area of skills development. The main counterpart INEFP continued to work to provide better services to young women and men. INEFP improved its capacity in dealing with the requests of the market, monitoring and evaluating the training. The President of the Republic inaugurated a new pavilion at the INEFP training Centre in Pemba as a result of an established Public Private Partnership with Capital. 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 law a substantial improvement took place during the period since the labour law content was finalized and will be discussed soon at the council of Ministers.</p>	<p>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 still frustrated by the lack of opportunities</p>	<p>The deliverables mentioned under the output will help to contribute to achieve the outcome as planned. Corrective measures were applied 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>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
JP Output 1.1: Gender sensitive Skills Gap analysis jointly undertaken by INEFP and Industry for EI and related value chains	INEFP has now the relevant tool and people trained to carry out a constant gender sensitive analysis together with the extractive industry. They already produced some data that show the need to focus on increasing the access for the women to other kind of training related to the new sector	The Final investment Decision to start the operations at ENI gas field was taken during the reporting period but will take time to be implemented.	Gender sensitive skills gap analysis shared with the main stakeholders
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)	Based on the request from the Ministry of Labour some activities under this output were modified. This allowed the program to focus more on providing concrete opportunities for young women and men, especially the ones trained by the program. The kits were distributed to 380 young women and men in the two provinces. The monitoring system in place is based on the criteria established by the Ministry of Labour	No particular difficulties encountered	380 people benefits from the use of self-employment kits and increase their earning
Output 1.3 Implementation of the mining policy and its HR component actively enhances local employment opportunities	Mineral Resources Policy and Strategy Implementation Plan (PI PERM) approved. Draft of the Local Content Policy (LCP= submitted to the council of Ministers	Due to political issues the approval of the local content law was frequently postponed. However now it is in its final approval stage. 233 people were involved in consultation around the LCP process.	Local Content Law PI PERM to support the implementation of the Mining Policy (PERM IP); Expert advice and technical assistance provided to MIREME and MEF

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>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. A study trip was organized to Chile considered the best practice with regards of LCP. 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 and a communication were 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 difficulties 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>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
<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 has being implemented according to the workplan. The delays in the investment created 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>	

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 75 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>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>The target of 250 SMEs supported seems difficult to reach in the new economic context 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>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
JP Output 2.2: Promotion of inward foreign direct investment for technology and equity provision to local subcontractors with upgrading requirements	<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>
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>18 companies identified to be updated, of which 13 were already contacted and progressively providing some relevant information . 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 Participation to Hannover Messe 2016 industrial trade fair. Mozambique had a stand presence at Hannover Messe and was 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>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
JP Output 2.4: Established resourceefficient and environmentally sustainable small suppliers procedures	In progress. Follow up on the request of technical assistance from MIC for BAU gap analysis	No particular difficulty encountered	<p>No. of existing BAU upgraded and trained to provide additional business services and support business linkages (target: 4 - Nampula, Nacala, Pemba + 1 TBD; achieved: SPX-BAU workshop held in Nampula, 2 BAU officers (from Nampula and C. Delgado) trained on enterprise growth, UNIDO-DASP joint mission, with 2 senior officers from DASP Maputo, for the assessment of BAUs in Cabo Delgado).</p> <p>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 se; achievement: not implemented)</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	The National Employment Policy was approved by the Council of Ministers in September 2016. There is a specific focus in the document on the new economic context and how to use the extractive industry as an opportunity to create more and better jobs	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	Draft of the Implementation plan of the National Employment Policy
JP Output 3.1: Employment Action Plan outlines roles and responsibilities of government and social partners	2 background studies produced, validation seminar organized by the social partners. Dissemination of the employment policy in different fora, among them the National Conference of the youth entrepreneurs on 24 November 2016 at the presence of more than 200 people	No particular difficulties encountered	National Employment Policy disseminated at National and Provincial level

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
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	25 CCT members capacitated in issues related to social dialogue and implementation of the employment policy. Brochure of the employment policy prepared	No particular difficulties encountered	Booklets of the employment policy produced
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	Because of funds constraint the focus was on output 3.4		
JP Output 3.4: Integrated gender friendly business services	<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. Technical training provided to district government official to create enabling local business environment. The 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>	Management, leadership and sustainability of district DBSC	<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. 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. Value chains identified within the framework of the newly District Business Centres will supported and integrated into local economic development planning. As a result of strengthening BSC's 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 with a focus on women. More people trained in 4 districts at BSC . In result of the JP intervention 519 employment opportunities where created in 2015 and 660 in 2016. It is expected that the new employment created will be 786 in 2017.</p>

Expected Results (Outcomes & outputs)	Progress	Difficulties	Expected deliverables
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	The Joint Program has an established collaboration with the National Direction for Labour Market Observatory. This allows the dissemination of reliable data on employment	High cost of collection reliable data in remote and dispersed communities	The Labour market Observatory is producing trimestral bulletin on employment trends to allow the matching between demand and supply
JP Output 4.1: The Project is based on a solid qualitative and qualitative 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 was particularly challenging.	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 government showed a great commitment in the implementation and the appropriation of the program. The UNJP was included in the first 100-day plan of the President of the Republic and the creation of jobs remains a top priority for the country. 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 is working together with the 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. The UNJP succeeded to increase women participation in the business centres activities from zero women led company to 10. This was possible thanks to the involvement of women in training workshops. In the final evaluation 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 involvement of the Multinational Enterprises because of the lack of clarity in their investment plan. Anadarko financed 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 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. Such collaboration consists on exchange of information and joint organization of workshops, not accounting

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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. As a result of this initiative, local and international 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 will be further supported by the district business centers and by joint work involving, UNDP, ILO and FAO. the joint mission conducted in Nampula and Cabo Delgado Province gave the occasion to meet with different companies such as Eni, Anadarko, Ruby Mining/Gemfield which

Communication and Advocacy

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 activities of the communication plan, namely:

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 rules applied in all material produced

Website in Portuguese

Videos of success stories

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

- The main communication activities were conducted through raising awareness of the JP at central and local levels.

- The joint mission to Cabo Delgado had an extensive coverage in the newspaper, TV, website and social media thanks to the involvement of the main media company SOICO. The news reached also the President of the Republic who congratulated the Ministries involved during a Council of Ministers' meeting

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
<p>Managerial practices (financial, procurement, etc.) implemented jointly by the UN implementing agencies for SDG-F JPs</p>	<p>The agencies involved in the UNJP have been working together and coordinated by the RC. UNDP, ILO and UNIDO participated in joint 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</p>
<p>Joint analytical work (studies, publications, etc.) undertaken jointly by UN implementing agencies for SDG-F JPs</p>	<p>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</p>
<p>Joint activities undertaken jointly by UN implementing agencies for SDG-F JPs</p>	<p>Joint mission to Cabo Delgado and Nampula to officially present the Joint Program to local governments. Joint mission to Nampula in October 2016 with the presence of the Resident Coordinator to monitor the activities in Ribaue and Namialo districts. Joint mission to Cabo Delgado in November-December 2016 with the Resident Coordinator and the SDG-F Programme Officer to monitor the implementation of the activities and participating in the Steering Committee in Pemba. UNDP collaborated in the ILO training on green construction. UNDP and ILO attended UNIDO/CPI workshop on SPX</p>
<p>Other, please specify:</p>	

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 and the steering committee met regularly.

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 Procurement	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. As an example the Government Training provider INEFP received funds to purchase and distribute tool-kits for the small companies created by the young people trained by the program

Partners	Involvement *	Type of involvement	Examples
Private Sector	Fairly involved	Policy-decision making	<p>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.</p>
Civil Society	Fairly involved		<p>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</p>

Partners	Involvement *	Type of involvement	Examples
Academia	Fairly involved		The University A Politecnica was in charge of drafting the national employment policy financed by matching funds. They played a crucial role in the exercise and they will take part in the implementation of the policy.

* 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 it's about to start. This situation had 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 :

As a follow up of the SC held in May the SC in November 2016 was organized in one of the provinces, namely Cabo Delgado. It was a great opportunity for the member of the SC to see the implementation of the activities and discuss about the way forward. The Deputy Minister of Labour and the RC co-chaired the meeting with the presence of the Head of the Spanish Cooperation, representatives of the government agencies and the implementing UN agencies. The level of involvement of the actors has increased substantially

VI. Joint Programme contribution to the SDGs

SDG #	JP Contribution
Goal 4	<p>Goal 4</p> <p>The JP promoted the access to quality training for young women and men in remote areas of the country. More than 250 young women and men received vocational training. More than 100 young women and men received tool kits to start self employment activities 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>
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. 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>

VII. Additional Information

Attachments
