

**Final Evaluation:**  
ILO Youth Employment Project  
MOZ/08/51/OUF  
Tourism and Construction in  
Mozambique: 2008-2010

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## **1. Overview of the Youth Employment Project in Tourism and Construction in Mozambique:**

The general objective of the German Funded Youth Employment Project is the reduction of poverty in Mozambique through an increase of Decent Work and income generating opportunities for young women and men.

Youth Employment Project in Mozambique targeted the Tourism and Construction sector. Project outcomes were designed along 3 separate and interrelated levels: the macro, meso and micro level. Macro level Interventions aimed to strengthen the capacity of policy planning and coordination bodies to set a more conducive Policy, Legal and Regulatory Framework for youth employment promotion. Meso level interventions aimed to strengthen the capacity of local organizations with a mandate to reach out for the Youth to deliver more market-oriented quality services. Micro level interventions were designed to stimulate a market exchange for employment promotion services between the Youth and these support organizations. Activities were implemented in 3 pilot areas recommended by the national stakeholders, namely Inhambane, Nampula and Maputo.

From these considerations three Project Objectives were formed:

Objective 1) Youth employment is promoted and integrated into national policies and plans;

Objective 2) Young men and women have access to business and vocational training directed to labour market needs;

Objective 3) Young men and women and their associations are involved in sustainable income generating activities. The Project has successfully implemented activities to respond to all three specific objectives.

At the macro level, Objective 1 has seen the design of national regulations on paid internships (pre-professional work placements), which includes the organisation of 3 dissemination workshops in the three pilot areas. The drafting of these regulations were viewed by various stakeholders as one of the most important outcomes of the project. However, there is still the need to pass these regulations into national law. There were also decent work workshops for project participants which were organised and 2 studies on youth employment in the 2 sectors implemented, validated and disseminated.

At the meso level, Objective 2 ensured the successful piloting of two separate training curricula and their establishment in Mozambique. For the construction sector this included the piloting and training of trainers on the ILO's Start and Improve Your Construction Business training package and the delivery of these trainings to youth and entrepreneurs. For the tourism sector the Project developed capacity building trainings on tourism, in association with the private sector and the Employers organisation, and has improved the capacity of staff in the growing tourism sector of Mozambique.

At the micro level, Objective 3 was reached: the Project has ensured that young men and women and their associations are involved in income generation activities. The 20 participating youth organisations in each of the pilot regions were trained to be able to draft a business plan and the 5 most promising initiatives received financial support to start

up initiatives through the challenge fund. Four initiatives are ensuring youth are involved in income generation. Three of these are in the construction sector, while one has set up a tourism initiative in a zone with very low decent work opportunities. These are reviewed below.

This Project further ensured that participating youth and their organisations have access to financial capital for business start-up by implementing with the project partner organisation, GAPI, a “revolving fund” of 90,000 USD funded from the United Nations Joint Program on Youth Employment with a further 20% financial contribution from GAPI. In addition to the trainings and financial support the Project also hired service providers to provide mentoring and monitoring of participants.

### **Establishment of the Youth Employment Project in Mozambique**

This section provides as overview of the chronological development of the Project. The Project Coordinator for the German funded Youth Employment Promotion project was appointed from the 1<sup>st</sup> of June 2008. Preliminary activities (June to August 2008) included setting up of the ILO Maputo office, including procurement of office equipment (computer, furniture, stationeries) and selection and recruitment of 1 Finance and Administrative Officer and 1 National Program Officer.

The Youth Employment project’s establishment is praiseworthy in the manner in which national Project partners were consulted in the finalisation of the Project aims. The ILO came with an outline of the project and explained its methodology of three interrelated levels and project outcomes to the stakeholders. Two rounds of consultations with the tripartite ILO were held to present and discuss the work-plan The Program was then finalised with inputs from national stakeholders. Notably the original Project Sprout (November 2007) mentions Maputo, Sofala and Gaza as target provinces. Project stakeholders recommended changing the target provinces to Inhambane, Nampula and Maputo.<sup>1</sup>

Project Technical Committee members included the active participation of Ministry of Labour through INEFP (National Institute for Employment and Professional Training), the Employers organisation CTA; the Workers organisations Consilmo and OTM, Ministry of Tourism and to a lesser extent the Ministry of Public Works and Ministry of Youth and Sport. Technical committee members were involved in selecting the participating youth organizations, validating the findings of 2 commissioned studies, selecting beneficiaries of the challenge fund, and elaborating the internship regulation. Meso level interventions were implemented through the contracting of two private consultancy firms Turconsult for Tourism and GAPI for construction.

The Project its Objectives at the micro, meso, and macro level were validated at a tripartite workshop on September 16 2008<sup>2</sup>. A work plan<sup>3</sup> for the Technical Steering Committee and monitoring system for beneficiaries was also approved by the ILO constituents. The Term of Reference for the Technical Steering Committee for the Project was finalised in November 2008

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<sup>1</sup> see *Inception Report: June -December 2008* (Inception Report English – Copy.doc)

<sup>2</sup> See minutes of the 16/09/ 2008 Technical Committee meeting (1.minuta do seminário.doc).

<sup>3</sup> See PLANO DE TRABALHO VALIDADO PELOS CONSTITUTES DA OIT.xls

## Project's Expected Impacts, Outcomes and Outputs (2008)

Project impact indicators capturing long-term lasting change
No of young people securing long-term wage employment or self-employment after training: At least 300
% of newly developed training products still in the market 12 months after the end of the project: 100%
% of pilot youth employment promotion schemes replicated after the end of the project: at least 50%
Replication of the apprenticeship scheme and replication of the market linkages scheme at least once each

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### Project impact indicators measuring change achieved by the end of the project

Outcome 1	Outcome 2	Outcome 3	Outcome 4	Outcome 5	Outcome 6
No of written submissions made by youth organizations into the sectoral policy debate: At least 4	No of amendments to the PLRF: At least 1	% of workshop participants have increased comprehension of the subject of youth employment in the 2 sectors: 90%	No of young people taking up skills training: 250 No of young people taking up business start-up training: 250 % of women among trainees: At least 40% Trainees satisfaction rate: At least 75% highly appreciate services		No of young people securing an apprenticeship: At least 40 No of SME securing supplier contracts: At least 30

### Project output indicators

Output 1.1	Output 1.3	Output 1.2	Output 1.5	Output 2.1.	Output 3.2	Output 2.4.	Outputs 3.1& 3.3.	Output 1.4.	Outputs 2.2&2.3	Output 3.4
No of youth organizations capacitated by the project to advocate decent youth employment: At least 20	No of youth organizations further developed into leaders in the national policy dialogue: 4	No of drafts for policy amendments: At least 1	No of sensitization workshops for legislators/policy makers: At least 4	Industry-specific labour market surveys: 2	A report on constraints to SME development in the 2 sectors	No of industry-specific skills training products to market: 1 No of TVET providers offering training: At least 4	No of industry-specific business start-up training products to market: 1 No of trainers trained in the use of the BDS developed : 30	No of innovative youth employment scheme launched by local stakeholders: At least 2	No of companies offering apprenticeships to young people: At least 15	No of market linkage pilot schemes between SME and corporate business: 3

Track-chart for Project (2008)		Target
Indicators of Achievement		
Outputs	No of youth organizations capacitated by the project to advocate decent youth employment	20
	No of youth organizations further developed into leaders in the national policy dialogue	4
	No of drafts for policy amendments	1
	No of sensitization workshops for legislators/policy makers	4
	Industry-specific labour market surveys	2
	A report on industry-specific constraints to SME development	1
	No of industry-specific skills training products to market	1
	No of TEVT providers offering training	4
	No of industry-specific business start-up training products to market	1
	No of trainers trained in the use of the developed BDS	30
	No of innovative youth employment schemes launched by local stakeholders	2
	No of companies offering apprenticeships to young people	At least 15
	No of market linkage pilot schemes between SME and corporate business	3
	No of written submissions made by youth organizations into the national policy debate	4
Outcomes	No of amendments to the industry-specific PLRF	1
	% of workshop participants that have increased comprehension of the subject of decent youth employment	90
	No of young people taking up skills training	250
	No of young people taking up business start-up training	250
	% of women among trainees	40
	Customer satisfaction rate in %	75
	No of young people securing long-term wage employment or self-employment after training	300
Impact <sup>(4)</sup>	% of newly developed training products still in the market 12 months after the end of the project	100
	% of pilot youth employment promotion schemes replicated after the end of the project	50
	Replication of the apprenticeship scheme	At least once
	Replication of the market linkages scheme	At least once

### Further development of Project Outcomes

Two months after the validation workshop, on the 26th November 2008 a tripartite meeting was held on request of the Director General of INEFP (Ministry of Labour) in order to validate the activities of 2008 and to plan activities for 2009. At this meeting INEFP proposed to augment the funds allocated to the Challenge Fund by 50,000 US\$ by cancelling two activities related to leadership capacity building of youth organisations and this suggestion was passed by the technical committee members.<sup>5</sup> This raised the total available capital for business start-up initiatives to US\$ 100,000.<sup>6</sup> This however resulted in the

<sup>4</sup> To evaluate 12 months after Project has ended

<sup>5</sup> See minutes and presentation of the 26/11/ 2008 Technical Committee meeting (Minuta Comité tecnico Noviembre 08.doc; Empleo Juvenil 26.11.08.ppt)

<sup>6</sup> Note that it was later decided that the Challenge Fund will have US\$ 50,000 and the remaining US\$ 50,000 to be allocated to a revolving fund in order to have a mix of grant and credit allocations

cancellation of Output 1.3: “Some of these Youth Organizations have been further developed into leaders in the national policy debate”

As such, if we look at the Macro level Inputs in the November 2008 Project Inception Report (check) and compare this to the December 2009 Progress Report we find missing “Identify youth organizations to lead inputs into the national policy dialogue” and “Develop leadership capacity of these organizations through training and counselling”. The cancellation of these inputs resulted in the Project not carrying out Expected Outcome 1: “At least 4 written submissions made by youth organizations into the sectoral policy debate.” However, the cancellation of these activities pertaining to the formation of youth leaders allowed the Project to concentrate on forming youth entrepreneurs. This was achieved through a workshop held in January 2009 on project cycle management, which was organized with funding from the United Nation’s Joint Program on Youth Employment, These trainings benefitted, amongst other participants, the youth organizations, who were asked to participate in view of the launching of the Challenge Fund. This capacitated the youth organizations to design their own proposals and compete for the Challenge Fund. This achieves Output 1.1: No of youth organizations capacitated by the project to advocate decent youth employment: At least 20. These capacitated youth organizations then benefitted from the increased financial support made possible through the doubling of funds available through the Challenge Fund, and this allowed the Project to surpass the target set by Output 1.4: Number of innovative youth employment schemes launched by local stakeholders from 2 to 5.

The Project’s success at the Macro level was through its achievement of Outcome 2: “No of amendments to the Policy Legal Regulatory Framework: At least 1” through the paid internship bill (Output 1.2) that was considered by stakeholders one of the most important contributions from this Project. Sensitization/consultative workshops were organised in between November and December 09 to present the internship regulations that were drafted by the tripartite team to stakeholders from the north, centre and south provinces of Mozambique. There were also 2 workshops on decent youth employment organised in December 2008 for the ILOs social partners in Mozambique and for youth organisations in order to sensitise them to the concept of decent work and of the different stakeholders related to the two sectors of tourism and construction.

The internship bill has suffered unavoidable delays in being turned into law and this was caused by the electoral season that suspended legislative activities until after the outcome of the 2009 elections. The Project Coordinator described this as a “big constraint”. As a result the internship regulations bill passed through the tripartite council (CCT) only in March 2010, with minor changes in chapter one. It then needs to pass through the Council of Ministers and the ILO has been informed that it is included in the agenda for the July 2010 meeting.



## **Extension of the Youth Employment Project:**

The Project, originally designed to conclude in December 2009, benefitted from a 6 month extension. Subsequently many activities carried out in 2010 received funding not from this Project's donors but from the United Nation's Joint Program on youth employment, of which the ILO takes the lead role in implementation. This lead role is due to the successful structures this German funded Project has enabled the ILO to set up in Mozambique

In terms of Project activities the first three months of 2010 were dedicated to finalising ongoing activities and preparing for the next stage of activities. Ongoing activities included notably the SIYCB trainings in construction: 3 TOT trainings were being held in the 3 pilot regions in December 2009.

In construction a further 2 SIYCB trainings were held in Inhambane and Maputo in April and May 2010 and these served to allow for trainers who participated in the TOTs to conduct or assist in SIYCB trainings delivered by GAPI in view of becoming certified. In tourism Turconsult delivered a 2 further training of trainers in Ilha de Moçambique and Nampula province, from the 29 March to 9 April 2010, and in May the first skills trainings were delivered. Other activities conducted in 2010 included monitoring and evaluation of Challenge fund supported youth initiatives and interviewing project beneficiaries and document their experiences in case studies (see annex).

Youth employment initiatives were expanded with money from the United Nations Joint Program to further include as pilot regions Inhaca an island situated in front of Maputo that is very important for the tourism sector, and Iha de Moçambique, an island situated in Nampula province with rich history.

The Joint Program also allocated US\$ 90'000 for a fund to provide start-up capital to finance youth entrepreneurship initiatives: the "Revolving Fund" The Project Coordinator signing an MOU with GAPI for their management of this "revolving fund", which provides loans, not grants, and where GAPI further contributes US\$ 20,000 to its coffers of 90.000 USD to provide start-up capital to finance entrepreneurship initiatives in the two sectors for the youth beneficiaries of the Project in the 3 provinces.

The organisation of 2 Training of Trainers Workshops, at the request of INEFP, on the ILO's Start and Improve Your Business (SIYB) entrepreneurship training package, was also financed through the Joint Program. While this activity was cost shared with this Project the Project results section below concentrates on the outcomes of the SIYCB trainings introduced in the construction sector.

## **2. Project Results**

### **Macro-level interventions**

Macro-level interventions include most notably the establishment of a tripartite team for the elaboration of the apprenticeship regulation, which was presented and discussed at 3 consultative workshops held in late 2009 and which has been formally approved by

stakeholders. This awaits passing into law by the Council of Ministers. The feedback from the consultative workshop described as was very positive and confirmed the urgency of this regulation. These regulations were developed after a review of international best practices that revealed the importance of remunerated internships, besides other. This regulation further included fiscal incentives for employers.

Activities also include the implementation of 3 provincial workshops with INEFP for the selection and capacity assessment of the 20 youth organizations and the implementation of 2 training workshops on decent youth employment for the 20 youth organization previously selected (Maputo, 10-12 December and Nampula, 15-17<sup>th</sup> December 2008)

Macro level interventions also include studies commissioned by the Project that were validated, published and disseminated. This includes a labour market survey entitled “Barriers in small and medium enterprise (SME) development in the tourism and construction sectors.” (Turconsult) And a study was produced by the University Eduardo Mondlane entitled “Conditions of socio-economic insertion of young Mozambicans into the tourism and construction labour markets”. The results of these studies were validated during a tripartite workshop in April 2009 and in August 2009 these studies were edited and 300 copies were printed and distributed amongst stakeholders.

### **Meso-level interventions**

Meso-level interventions were done separately in the tourism and construction sectors. For the construction sector interventions aimed to bring the ILO Start and Improve your Construction Business toolkit into Mozambique while in the Tourism sector an innovative capacity-building training structure has enabled the ‘snowballing of trainers’, as will be described below.

As part of the meso level interventions the consultancy firm “MD consultants” were hired to undertake research on Business Development Services (BDS) constraints in the construction and tourism sectors in the 3 selected provinces. The study was also validated in April 2009 published and disseminated

#### **Construction:**

Meso level interventions in the construction sector were developed with the service provider GAPI. They were involved in the translating into Portuguese and adapting the 12 ILO SIYCB training modules to the Mozambican situation; this work was validated by the ILO tri-partite partners at a workshop on the 24<sup>th</sup> of April 2009. The modules were then tested by GAPI on 10 entrepreneurs in July in the Vilankulo District in Inhambane. Participant organisations were selected to send a staff member to receive training of trainers formation to enable their organisations to then carry out trainings independently. This Training of Trainers was delivered to 20 participants representing 9 organisations, including youth organisations, in Inhambane from the 21 September-2 October 2009. In December 2009 there were 3 SIYCB Training of Entrepreneurs that were conducted by GAPI in the three pilot regions and these reached 50 beneficiaries who have managed to start or improve their

construction business<sup>7</sup>, including members of the VIDAS and ATEMP youth organisations. Members of the youth organisations also participated in the trainings of entrepreneurs, ADJUMO in Nampula, VIDAS in Inhambane and ATEMP in Maputo. Mentoring services to participants was also provided by GAPI.

Regarding the gender composition of the 50 entrepreneurs trained only 4 were women. GAPI noted in their report that the frail participation of women is due to their weak presence in the civil construction sector.<sup>8</sup> It is noteworthy, however, that this Project brought young women into the industry through the involvement of youth organisation members in the paid internships organised in the civil construction sector. One case study is of a young woman, Inés, who qualified as a technician from the 3 month internship she did through the municipal council and who gained employment with the firm “CCH Construções” and is responsible for a construction project in the center of Maputo.<sup>9</sup> This is an uncommon activity for a woman.

The organisations that participated in the training of trainers signed a commitment that they would replicate their own trainings, through Training of Entrepreneurs, (TOE) in order for their trainers to be assessed and certificated. However 5 months after the trainings when GAPI followed up on participants it found that they had not done so. As a response the technical committee asked GAPI to organise a 2 technical trainings (TOE) in order to supervise and certify the trainers trained. These were held in Maputo and Inhambane in May 2010 and which reached out to 36 participants.<sup>10</sup> VIDAS has also delivered TOE classes to their members in Nampula, although they are still to be certified.

### Tourism:

The trainings on tourism were undertaken by the Employer’s group of Mozambique through the CTA-member organisation the Hotel Association of Southern Mozambique (AHSM) and implemented by TURCONSULT.

Trainings were held with existing tourism businesses that are members of the Hotel Association of the South (AHSM), member of the Mozambican Employers’ organisation CTA. This activity saw capacity building training being undertaken on location in the participating hotels and restaurants. The 35 hour Training of Trainers (TOT) course were cost shared between the Project and the beneficiating business enterprises and members of the AHSM while the newly capacitated staff member then needs to deliver 18 hours of technical trainings to other staff members plus to 4 unemployed youth in the community.

The 1<sup>st</sup> trainings were held in Maputo in August 2009. In Maputo 13 people (6 men and 7 women) were trained as trainers. In October 2009 a second training of trainers was conducted in Inhambane and where 16 people were trained (6 women and 10 men) and which included 2 further trainers from INEFP in the hope that they would replicate these

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<sup>7</sup> Three participants formed their own business immediately after the trainings: See GAPI case study in Inhambane of Dercio (Inh\_GAPI\_Dercio.doc).

<sup>8</sup> GAPI - Report of the Start and Improve Your Construction Business training in Maputo, Inhambane, Nampula December 2009

<sup>9</sup> Case study: Inés Ricardo Tchauque. ATEMP Challenge fund project in Maputo (YE\_MAP\_ATEMP\_Ines\_final.doc)

<sup>10</sup> GAPI - Report of the Start and Improve Your Construction Business training in Maputo, 10-14 May 2010

trainings in the future. The gender composition was of 45% women in Maputo and 49% women in Inhambane.

The participating hotels and restaurants then organised technical trainings resulting in Maputo that 120 workers in the hotel and restaurant sector received professional trainings, as well as 36 unemployed people who are subsequently better positioned to gain employment in this sector. In Inhambane 119 workers were trained along with 60 unemployed participants. In total 335 people participated in the tourism training (239 employed and 96 unemployed). 12 unemployed received employment offers directly after trainings. Female participation rate was 53% <sup>11</sup>

Turconsult delivered a further 2 Training of Trainers in Tourism, in Nampula and Ilha de Moçambique, between March and April 2010 and in which 5 and 12 people were trained as trainers respectively. In May the first capacity trainings in Ilha de Mozambique were delivered in six business establishments which reached a total of 53 beneficiaries.

### Micro Level interventions

Micro level interventions includes the implementation of paid internships for youth, which serves as practical examples of the national internship regulations (estágios pre-professional) developed at the macro level. This included 30 hours internships for unemployed youth in Hotels participating in the Tourism trainings which saw 59 youth benefitting from remunerated internships, of which 33 remain employed by the enterprise.<sup>12</sup> 3 Challenge Fund supported youth organization were also involved in the placing of youth in remunerated internships in order to capacitate them for income generating activities in the construction sector, this includes ADJUMO in Nampula (water management), VIDAS (construction) in Inhambane and ATEMP in Maputo (civil engineering)

Project results at the micro level also include the practical implementation of the skills learned through the trainings delivered in the tourism and construction sector. In tourism capacity building was achieved through the distinctive training model that requires participants to subsequently teach what they learned to their colleagues and unemployed members of the community. It is in construction where we find concrete examples of the SIYCB entrepreneurship trainings resulting in business start-ups and improvements, including for members of Challenge Fund supported youth organization in Inhambane (VIDAS), Nampula (ADJUMO), and Maputo (ATEMP)

Micro level Project activities further included the provision of financial support through the Challenge Fund; US\$ 50,000 was allocated as grant to 5 business proposals from youth organizations selected by the steering committee. It is worth recalling that Project partners recommended increasing the funds allocated as start-up capital for youth initiatives by cutting those macro levels activities pertaining to the formation of youth leaders. Instead activities concentrated on forming youth entrepreneurs: this was done through the 2 workshops on decent youth employment that were organized for the 20 identified youth organization in Maputo and Nampula in December 2008. The youth organizations were trained at these workshops to write and submit the business plans.

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<sup>11</sup> Turconsult: Final Report Trainings in Hotel and Restaurantation in Mozambique: 2009

<sup>12</sup> Source : presentation by the Project Coordinator at the ESSOR workshop, 11<sup>th</sup> March 2010 (gaia.ppt)

In addition the Project Coordinator has been able to establish further availability of start-up capital entrepreneurial for initiatives by youth through the mechanism of the Revolving Fund to be managed by GAPI and which received 90,000US\$ from the United Nations Joint Program.

Finally, another intervention at the Micro level includes follow-up interviews with youth that participated in Project activities and the writing up of participant case studies to serve to document and disseminate as “best practice” examples, although rather they serve to illustrate the true impact the project has had. In this respect these case studies were very valuable for this evaluation study in that it gave a sense of personal contact with the ultimate beneficiaries, the youth themselves. In total 22 case studies were produced, 10 from Inhambane, 8 from Maputo and 4 from, Nampula/Ilha de Moçambique.<sup>13</sup>

Participants to the trainings almost invariably considered that the trainings they attended were too short. This includes the 5 day SIYCB trainings in construction and the 2 day technical trainings in tourism, where participants recommended more practical exercises. Once participant, Telma Tembe noted that “unemployed participants had never served a glass for the guests and so it’s not easy for them to follow the fast rhythm of the trainings.”<sup>14</sup> The certification of the tourism trainings proved to assist employment creation, two participants (Pedro Gonzalves, Ismael Ussene) considered the certificate obtained during the trainings enabled them to secure employment. The courses on basic English were particularly well received and participants also highlighted the need for more English language training in order to better serve international tourism.

### 3. Successful Challenge Fund beneficiaries

#### IVERVA

Iverca is a youth organisation in Maputo which has successfully managed to involve themselves in the tourism organisation through the organisation of guided walks around the Mafalala neighbourhood, which is rich in historical significance. 22 members of the youth organisation received two month’s worth of “tourist guide” training in August 2009 along with a certificate of INEFP as an official Guide. An important challenge they face is a lack of English language knowledge and this hinders their ability to cater for international tourist. In response the ILO Project is giving them an additional US\$ 4000 pay the English course for 10 guides, English language pamphlets plus raw materials for further production of crafts, as they had sold out their stock during the festivals. (See interview)

IVERCA further used funding from the Challenge fund to hire master trainers to train 10 youth who participated in 2 courses on handicraft production and “gastronomy”. The handicraft training took place in December 2009 and lasted 2 months and the “gastronomy” course took place in March 2010 during one month. The association aims to open up a retail outlet. Their craft production and gastronomy was placed for sale during a ‘festival’ that was organised in the neighbourhood and which also promoted local groups performing

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<sup>13</sup> Note that the English language in the case studies is of insufficient quality for publication: an English-language editor will be required before dissemination.

<sup>14</sup> Case study: Training in Tourism in Maputo, Hotel Southern Sun

traditional dances. IVERCA has managed to go with these successes to the Spanish Embassy and receive funding which was used to organise two further festivals.

IVERCA's initiative occurred in a low income region lacking decent work opportunities for youth, and this provides additional merit to this initiative and the incentives of participating youth as captured by the IVERCA case studies<sup>15</sup> are revealing: Two of the three interviewed youth expressed a desire to help direct other youth towards decent work, away from criminality. Junela says that once she gets a fixed income "she would like to work with street children to teach them what she learned avoiding that way they would get into problems." (sic) Likewise Argentino "is interested in helping unemployed youngsters to find occupations. He could teach them what he learned, hoping they would not engage in criminalities." This further reinforces the opinions expressed by the stakeholders interviewed on the importance of youth employment. (See section 5.1)

## ADJUMO

The ADJUMO ("Associação da Juventude de Moçambique"- Associations for the Youth of Mozambique) youth organisation in Nampula was unable to directly access the funding from the Challenge Fund due to the fact that it was not registered. They established a partnership with INEFP, who provided support and disbursement of payments in order for the implementation of their challenge fund project. Their initiative consists of providing professional training in the area of construction and plumbing to their members and then to place these participants in professional internships. This was achieved through INEFP, who provided formative training in the plumbing trade over 2 months from April to May in 2009. INEFP further established linkages with FIPAG, a semi-private enterprise responsible for water supply. Three youth did remunerated internships with FIPAG during 2009 and the next group of participants were starting their internships in May 2010.

Youth participating in these pre-professional formations, as the remunerated internships were named, received 70 per cent of the minimum wage. INEFP also distributed Challenge Fund money to the two supervisors (2) of the trainees to ensure sufficient dedication to their supervision. Moreover, for each internship that is offered, a contract by FIPAG the respective supervisor receives an extra bonus.

The 3 youth that underwent the remunerated internships with FIPAG were training in plumbing and capacitated to install water supply into residences. In this respect the case study was insightful:<sup>16</sup> "Dauliza indicates that she would like to install water supply in her house and provide this service for her neighbourhood as currently nobody has water provision in their houses because no one knows how to install it. Furthermore her colleagues specified that if they were not hired by FIPAG they would start their own plumbing business as there is a major need in the communities for plumbing; none of the houses where they live is connected to the water supply system.

Members of the ADJUMO youth organisation were also capacitated through the 5 day SIYCB training organized by GAPI in December 2009 in Nampula and this helped raise awareness

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<sup>15</sup> Case Study: Iverca Challenge Fund Project in Barrio Mafalala (YE\_MAP\_IVERCA.doc)

<sup>16</sup> Case Study: ADJUMO Challenge fund project in Nampula (YE\_NAMP\_ADJUMO.doc)

towards self-employment, although one participant noted that 5 days is very short for assimilating the many topics presented<sup>17</sup>; Interviews with ADJUMO further revealed that they are engaged in the production of construction material and aim to turn themselves into an enterprise operating in the construction sector.

## VIDAS

The VIDAS Challenge Fund project in Inhambane aimed to strengthen the operations of skilled craftsmen and women in the region, VIDAS youth members were capacitated in the SIYCB Training of Trainers and are one of the only participant organisations that are now giving business management trainings based on the SIYCB modules to their members. This is part of the services they now offer.

Members of the VIDAS youth organisation received SIYCB trainings in August 2009 in which participants were asked to submit business plans. Out of these proposals 15 craftspeople received small grants of around US\$ 100 from the VIDAS Challenge Fund initiative which were used to purchase material and equipment. The trainings were successful in helping them improve their businesses.<sup>18</sup>

Importantly, two of three expressed a desire to expand *in order to provide employment to other youngsters*, and this highlights the beneficial multiplier effects that providing grants to existing businesses can bring.

The second stage of the VIDAS initiative sought to set up a workplace and retail outlet where members could produce and sell their wares. Due to particular cultural circumstances significant barriers were raised (through witchcraft) that made the participants need to find an alternative venue. Please refer to the interview for more detail.

## ATEMP

This project found that ATEMP provides a valuable service to help their members enter the job market; INEFP has recommended they register themselves as a work placement firm and an MoU has been drafted with them to that effect. They also have had discussions with technical and professional colleges and offered to facilitate work placements and preparation for their students.

Through the ILO Challenge Fund, ATEMP organized a 3 month traineeship/internship for 29 of their members. Most trainees worked for the Municipal Council of Maputo where they were responsible for supervision and inspection of different public works. ATEMP Members graduated in 2009 a technician in the construction of roads and bridges. The 3 youth interviewed in the case study (2 men and 1 woman) all praised their supervisors for their hard work and thank them for being able to get employment immediately afterwards (which shows demand for such qualified technicians in the private construction industry). However ATEMP was criticised for not paying the allowance as in one occasion some participants found themselves without any money.

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<sup>17</sup> Case study: Mercia Teresa Joaquim, SIYCB Trainings to ADJUMO youth organisation members in Nampula (YE\_NAM\_GAPI\_Mercia.doc)

<sup>18</sup> See the ViDAS Challenge fund case studies on Felizberto Mateus (YE\_Inh\_Vidas\_felizberto.doc), Aida Augusto (YE\_Inh\_Vidas\_aida.doc), and Lucrencio Fernando (YE\_Inh\_Vidas\_lucrencio.doc)



The ILO project also succeeded in creating entrepreneurs: the two male youths in the case study soon resigned from the enterprise that hired them as they were unhappy with working conditions and they had become aware of self-employment opportunities in the industry. ATEMP after Project interventions has grown in stature: the challenge fund money was used to purchase equipment, such as helmets, and the organisation now operates more professionally.

These youth along with other ATEMP members aim to start their own business: this GRUPO ATEMP would be composed of professionals from different construction areas to ensure that a complete range of services could be offered, including technical formation and also labour law in construction. The Interviews revealed that ILO SIYCB trainings gave ATEMP “a vision on how to start such a business and there is a lot of interest from our members.”

#### 4. Project aims and achievements

Indicators of Achievement	Project Aim	Achieved: Findings of the evaluation
<b>OUTPUTS</b>		
No of youth organizations capacitated by the project to advocate decent youth employment	20	20
No of youth organizations further developed into leaders in the national policy dialogue		Cancelled
No of drafts for policy amendments	1	1
No of sensitization workshops for legislators/policy makers	4	3
Industry-specific labour market surveys.	2	2
A report on industry-specific constraints to SME development	1	1
No of industry-specific skills training products introduced into the market	1	1
No Training institutions providing demand-driven Vocational & Entrepreneurship training	4	5
No of industry-specific business start-up training products to market	1	1
Number of trainers trained in the use of the developed Business Development Service	30	65
No of innovative youth employment schemes launched by local stakeholders	2	4
No of companies offering apprenticeships to young people	At least 15	19
No of market linkage pilot schemes between SME and corporate business	3	2



OUTCOMES		
No of written submissions made by youth organizations into the national policy debate	4	Cancelled
No of amendments to the industry-specific Policy Legal Regulatory Framework	1	1 (*)
% of workshop participants that have increased comprehension of the subject of decent youth employment	90	98%
No of young people taking up skills training	250	586
No of young people taking up business start-up training	250	175

## OUTPUTS

**No of youth organizations capacitated by the project to advocate decent youth employment (Output 1.1) Target: 20 Achieved: 20** - 20 youth organisations were identified by the Steering Committee and invited to participants to the decent youth employment workshops

**No of youth organizations further developed into leaders in the national policy dialogue (Output 1.3) Target: 4 - Output cancelled** by recommendation of the Ministry of Labour and approved by the Steering Committee (Nov 2008).

**No of drafts for policy amendments (Output 1.2) Target: 1 Achieved: 1** - This involved the paid internship regulations developed by a tripartite committee

**No of sensitization workshops for legislators/policy makers (Output 1.5) Target: 4 Achieved: 3** - This involves the presentation of the draft internship regulations to stakeholders in 3 consultative workshops held in the North, Central and South of the country in late 2009.

**Industry-specific labour market surveys (Output 2.1) Target: 2 Achieved: 2** - This includes the study entitled “Conditions of socio-economic insertion of young Mozambicans into the tourism and construction labour markets” (University Eduardo Mondlane July 2009) and “Barriers in small and medium enterprise (SME) development in the tourism and construction sectors” (Turconsult) which covered the three selected provinces and was validated and published in August 2009 and disseminate amongst stakeholders.

**A report on industry-specific constraints to SME development (Output 3.2) Target: 1 Achieved: 1** - The consultancy firm “MD consultants” were hired to undertake research on Business Development Services (BDS) constraints in the construction and tourism sectors in the 3 selected provinces. The study was validated, published and disseminated in April 2009

**No of industry-specific skills training products introduced into the market (Output 2.4) Target: 1 Achieved: 1** - This includes the tourism trainings that were developed by Turconsult for the Hotel Association of Southern Mozambique (ASHM)

**Number of TVET Training institutions providing demand-driven Vocational and Entrepreneurship training for designated sectors (Output 2.4) Target: 4 Achieved: 5-** GAPI's experience with the piloting and their delivery of the SIYCB trainings has integrated these trainings into their toolkit, and which hopefully will be available through each of their provincial offices. The youth organisations VIDAS and ATEMP provide SIYCB training to members while the primary TVET agency in the country, INEFP, was capacitated through TOT trainings in both the construction and tourism training modules and served in the Project Steering Committee. They desire to continue providing the trainings introduced by the Project but caution on limited finances. Similarly the Ministry of Public Works hopes to be able to deliver SIYCB trainings in the future. In Tourism the business confederation SHSM have been capacitated to deliver the skills trainings designed through Turconsult, and it is hoped they will continue training future trainers.

**Number of industry-specific business start-up training products to market (Output 3.1) Target: 1 Achieved: 1** This includes the modification of the SIYCB training package for its successful introduction in Mozambique

**Number of trainers trained in the use of the developed Business Development Service (Output 3.3) Target: 30 Achieved: 65** – 19 participants representing 9 organisations participated in the SIYCB TOT. However, Business Development Services developed should also include the tourism trainings: 29 people were capacitated to give technical trainings in tourism in 2009, with a further 17 trainers trained in 2010.

**No of innovative youth employment schemes launched by local stakeholders (Output 1.4) Target: 2 Achieved 4** - 5 youth employment schemes were supported by the Challenge Fund of which 4 were declared successful after monitoring. The increase of this target was made possible by the cancellation of project activities that sought to develop youth organisations politically.

**No of companies offering apprenticeships to young people (Outputs 2.2 & 2.3) Target: At least 15 Achieved: 19** - Under the challenge fund 13 enterprises offered 48 remunerated internships in the construction sector. Also under the scheme of skills training in tourism sectors done in Maputo and Inhambane provinces 6 hotels offered internships to unemployed youth.

**No of market linkage pilot schemes between SME and corporate business (Output 3.4) Target: 3 Achieved: 2** - This was not a primary issue in the Project, and has been left blank in earlier evaluations. It is worth noting that market linkages have been made between the IVERCA youth organization that designed and implemented a tourism tour (Mafalala tour), and 10 travel agency that are going to sell the tour to tourists. The ADJUMO internships hosted by FIPAG in Nampula may also be considered to have market linkages in that they are very keen to outsource maintenance tasks to youth enterprises (see interviews).

## **OUTCOMES**

**Number of amendments to the industry-specific Policy Legal Regulatory Framework: 1 (\*)** – This outcome is achieved once the internship bill is made law by the Council of Ministers, this is expected to occur in July 2010.

**% of workshop participants that have increased comprehension of the subject of decent youth employment: 98%** - All participants interviewed enjoyed the workshops and felt they were very important for their professional development

**No of young people taking up skills training (tourism) – 586** Between 2009 and June 2010 through Turconsult 50 people were trained as trainers and 468 people underwent training in tourism: In Maputo 13 trainers trained gave technical trainings to 156 people (120 employed and 36 unemployed). In Inhambane 16 trainers trained 179 people, in Ilha de Moçambique 16 trainers trained 112 people, in Nampula 5 trainers trained 21 people. (Total: 518.) A further 23 youth are about to be trained in Inhambane. In addition 45 youth went through skills trainings organised through the challenge fund project of their youth organisation. Note that further technical trainings are scheduled for Nampula and Ilha de Moçambique by August 2010 which will bring the total number of beneficiaries close to 700.

**No of young people taking up business start-up training (SIYCB): 175** - 40 people were trained as trainers and 90 people participated in the workshops organised by GAPI, including 54 beneficiaries from the December 2009 SIYCB trainings in the three pilot regions and a further 36 participants attended the trainings in Maputo and Inhambane in May 2010. A further 45 youth went through business start-up training through the challenge fund initiatives of their youth organisation.

Note that for the target of 250 to have been met the 9 organisations that attended the SIYCB TOT would have had to be able to organise further workshops with their own resources and that each trainer trained reach out to a further 13 participants. Participating organisations were unable to do this and the Project had to fund the second rounds of trainings.

## **5. Findings from the Stakeholder Interviews**

### **Relevance of Project activities:**

Stakeholders were unanimous about the relevance of this Project supporting the creation of youth employment in the country. Youth employment was considered a motor driving the reconstruction and development of their country after the civil war. As the director of vocational training noted, the majority of the population are youth. Understandably INEFP considered there was a pressing need to capacitate these youngsters with professional skills, “to teach them to do something”, and it was felt that the Project contributed to succeeding in these aims.

Both workers and employers organisations emphasised the importance of encouraging youth to move away from informal sector activities towards the formal sector in order to increase the fiscal base. The trade union CONSILMO mentions: “Most work opportunities are in the informal sector that does not offer Decent Work conditions or opportunities for growth. We want to shift the focus of youth employment away from informal towards formal work and this will contribute greatly to the development of the country and the

Government's plans to eradicate absolute poverty.” The workers union OTM also considered this issue of informality a preoccupation and recognises the “need to work of help youth to formalise their activities and to abandon informality”.

Various stakeholders also mentioned the beneficial effects of employment, even temporary employment, on the mental well-being of youth: Ms Machava of INEFP considered that “youth employment leads to better households and a reduction of criminality and drug use, as they have jobs they have more dignity.” Similarly the OTM trade union mentioned: “We feel that youth employment will help avoid problems of delinquency, will prevent youth from feeling frustrated and allow them to continue their [personal] development.” The Ministry of Tourism similarly noted with the unemployed that participated in workplace internships that “youth feel that they are different people after the internships, they are less marginalised and this is beneficial. There is a need to create a health mentality in youth and to encourage self-employment.”

The promotion of self-employment was lauded by the stakeholders as one of the most valuable contributions of the Project. The ILO’s social partners in Mozambique noted that there were insufficient jobs in the formal sector to absorb labour demand that grows annually as youth leave schooling and enter the labour market. They praised the entrepreneurship development component of the trainings this Project delivered to beneficiaries. CTA mentions the training towards self-employment is something that was very positive, this pushed young people to think about innovations and entrepreneurship. CONSILMO remarks that it was when they participated in the evaluations of the project proposals for the Challenge Fund, and saw the initiatives designed by youths, that they understood “the necessity for this Project.”

### **Involvement with youth employment prior to this Project**

The vocational training agency of the Ministry of Labour has as its mandate involvement with youth employment issues. As the INEFP office in Maputo mentioned, while in our work we respond to everyone most of the participants in our formative trainings are youth. The Employers organisation CTA had not been involved in trainings prior to this Project and their involvement has helped build capacity within the organisation. The Congress of the OTM workers organisation had instituted the National Committee of Youth Workers in 2006. They mention they established this committee because “we recognise that youth have their own language, ways of thinking and ambitions”.

### **Increased capacity to respond:**

The Project has succeeded in increasing capacity of Project stakeholders in responding to the issue of youth employment. It was especially in the tourism sector that stakeholders felt the Project delivered important benefits. Regarding the capacity building trainings in the

tourism sector the Employer organisation CTA mentions: “we had not been involved in trainings before this Project. The ILO helped build capacity within the CTA through the tourism training sessions we organised with our members in the private sector”. This involves the AHSM Hotel association. Mr Monteiro mentioned: “The involvement of the hotel association was crucial and they pushed to have the trainings; the industry requires trainings. The training of trainers is having a snowballing effect, and the trainers we trained are now giving trainings on their own. This has been very important for us, we need this.” He further mentions “In tourism I can state that it [the Project] has been successful, we have received the feedback from the hotel association. We now have people with more skills and the people trained have better working conditions and better pay.

One outcome that the Government stakeholders were delighted with is the elaboration of internship regulations, which includes provisions for remuneration of internees and supervisors, plus recommendations for fiscal support towards participating enterprises. Mr Mavila, the former director INEFP) What stands out as most important was the funding for the elaboration of regulations on pre-professional work placements, this is an instrument that will make visible the compromise of Government to promote a betterment of the level of employability of graduating and recently graduated youth.

This initiative further included the development of clear categories for employment in the tourism sector which were lacking in the country. As the Ministry of Tourism described: “we designed criteria for professional qualifications, these are an instrument to be used to develop career progression and salary benchmarks; this will help us regulate the industry.” The Ministry of Tourism was also very encouraged by the work placements this Project established and they plan to remain involved with this.

In the construction sector the Project has also increased the capacity of Mozambique through the successful introduction of the ILO’s SIYCB training into the country. This was especially praised because of its emphasis of promoting business start-up. Participant case studies further reveal the importance of this training to help make existing businesses run more professionally and successfully, while construction business owners mention a desire to grow in order to be able to offer people more employment. The training of trainers on the SIYCB was useful to embed capacity in the country; INEFP Inhambane was pleased that their participation to the SIYCB training of trainers “and this means that we now have capacity installed in the province.” The trade union OTM mentions that they now “know who to work with to promote self-employment.”

However, the interviews also revealed that there is a lack of financial capacity of member organisations to organise workshops and this is supported by the history of this initiative which saw the ILO need to rehire GAPI and organise training of entrepreneurs in order to give the trainers trained practical experience as the organisations that participated in the

TOTs did not do so. On the other hand it is notable that VIDAS, a youth organisation with fewer financial resources than the Government ministries, was able to give trainings to their members.

We further find that at the Meso level this Project has served to significantly strengthen the Ministry of Labour's offices in the Pilot regions through the linkages formed between INEFP and private and semi-private enterprises for the placing of interns. This was stressed by INEFP Nampula who described "negotiating the paid internships with businesses" as "something that was very important for us." They further remark that at the onset "the enterprises were dubious about taking in interns and it took time to explain things to them and get a working relationship started and for future trainings it will be easier to get placements." "These internships were the first time INEFP did such activities (but) now the channels are open... INEFP has now signed a memorandum with the employers and they now start to view youth differently. This ILO Program has managed to modify the behaviour of businesses to youth."

### **Project design:**

Steering Committee stakeholders all consider that the Project design was adequate to respond to the theme of youth employment. It was described as "focused and realistic, small enough to follow through and get results and to be controllable. This is very important." (CTA) The emphasis on using youth organisations was praised especially by the Ministry of Public Works, who considers the Project as very positive as it "helped youth to organise themselves and engaged with the theme (of self-employment)" The interviewee remarked that youth often "don't think of organisation, a business needs to grow and for this they need to be organised ... The most important thing of this Program was that it helped [youth] organise themselves as businesses."

By the time this evaluation was carried out many stakeholders expressed frustration about its 'pilot project' design and emphasises to expand the scope of interventions. For example OTM mentioned: "We must also expand activities into other provinces; the ILO always targets only three or four regions. We need to touch other provinces so they can also benefit from this Project." Likewise CONSILMO said "we want to see the Program continued and expanded. The Project should benefit the whole country, other areas were missing." The CTA emphasised the importance of extending training to the North of the country. and further noted that "in the provinces the requirements are different from Maputo, there are different poles of development and the further north you go the more (basic) technical trainings are needed... they have no basic knowledge. We need trainers up in the north."

INEFP in Inhamitanga mentioned "this was a little Project and in the future we would like to see a bigger program, a mega program, as this one does not have the capacity to give more." Mr Carimo said: "We would like to develop a new program as the time frame of this

one limits our perspective... we should have a 5 year Program as this will help accompany the National 5 year development plan, also because when there is a change in government people (focal points) get moved from departments and this causes many problems.” He further remarked that while the Project has helped “develop a general (youth employment) policy that will be used nationwide we need to understand the principles and traditions of each region and why it works there. We would like more support on this for after the project.”

### **Difficulties in Implementation:**

Stakeholders accepted that there were difficulties in the implementation of Project activities but did not consider them to be of high significance. One challenge faced was the lack of formal registration of many youth associations. As CONSILMO reflected: “we did find that many youth organisations did not understand well the requirements in terms of statutes and documentation, some presented their documentation correctly and they were able to benefit, while other organisations’ documentation were incomplete.” This difficulty was faced in the Nampula pilot region where the youth organisation’s lack of formal registration meant that the Challenge Fund money designated to pay for the remunerated internships had to be managed by the INEFP office in the region, “We acted as the godparents”, the director reflects, and “this allowed us to do continuous monitoring.” Unfortunately there were further difficulties in the Nampula pilot region which resulted in heavy delay, with almost a year passing between the formative trainings and the start of the remunerated internships. This was caused by the management of Project funds, which were operated via ILO Lusaka (Zambia). As the director recounts:

“We did not receive the second disbursement (to pay supervisors and interns) that was sent from the ILO in Lusaka and they made us wait 6 months until they were able to confirm that the money did not go through and was sent back and for them to resend the money. This caused big difficulties as we had signed a MoU with the enterprise (taking in interns) and it almost meant that INEFP Nampula had to pull out of the project. But at the end all this was resolved and now this has been one of the most successful initiatives of the Project.” She further remarked that the youth organisation is now receiving further interest from NGOs in Nampula.

These difficulties should be resolved for the future in that ILO Maputo has now been capacitated to receive and disburse payments. However, its inability to do so during most of the Project’s life caused avoidable complications. Delays with the payments were also found in Maputo, where interns from the ADJUMO association complained in the late payment of internship payments. This may be due to the fact commented upon by the Project Coordination in her December 2009 CODEV report that as the ILO is a non-resident agency in Mozambique disbursements had to be done via the UNDP. Such administrative roadblocks inevitably caused complications; it would seem that not having an ILO country

office capacitated to receive and disburse funds means that the Project managers operate with a handicap.

In tourism the employers' association spokesperson remarked that the placing of interns in hotels was a difficult challenge: "the private sector has been reticent in accepting the unemployed into their hotels. This represents costs to the hotel (e.g. provision of uniforms for additional staff) and the interns are viewed as risks."

In construction the organisation of the SIYCB trainings was criticised by two youth organisations. ATEMP mentioned that they had a member that was trained in the construction TOT by GAPI and that GAPI took a lot of time before they organised the trainings to be done by the trainers trained, "It was 5 or 6 months. The person that we sent to this has since gotten a job elsewhere and will not be delivering trainings." However, the intention was for the participating organisations to organise the trainings themselves, while the VIDAS youth association may well have been the only participant to do so. They complain, however, that "GAPI has not followed up on us. We have already given trainings to others but as they were not supervised they were not certified. When asked when this happened they replied: "We did these trainings two weeks ago, with INEFP."

### **Wonalena's Challenge Fund initiative in Inhambane**

The consultant hired to monitor the challenge fund beneficiaries declared the Challenge Fund beneficiary in Inhambane as failed.<sup>19</sup> As a result an important aim of the interviews conducted in the Project pilot region of Inhambane was to try and understand the reason for its failure. It was understood that the Project was unsuccessfully carried out and that the youth organisation had systematically failed to produce the necessary documentation on outputs and outcomes to justify receiving international donor money. This reveals that the youth organisation was unable to act in a professional manner.

An interview was first held with Mr Abdul Carimo Junior, the director of the INEFP Inhambane office. Mr Carmino started by saying. "It is not difficult to work with youth. We need to make them interested and then it works. Some of the youth end up being real leaders, however some are too ambitious and aim too high." As we shall see this statement was accepted by the president of the youth organisation and it pertains perhaps to the Challenge Fund project's design. Mr Carimo then went on to say: "there are risks to giving money to some youth who do not understand the rules and regulations (that come attached to the money). The rules were not followed and such rules are necessary to get results. There was one person that was not interested in following the rules. Otherwise there were no problems. There were some delays and we lost some time but we did not get desperate."

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<sup>19</sup> See Francesca Pastorelli: "Challenge Fund: Final Report September 2009 – May 2010 " (19 March 2010)



Mr Raufo Usta, the president of the WONELELA youth organisation was interviewed next. He was first asked about his impressions of the Project and he replied: The project design was realistic and the initiatives were very good for us here because it gave us the opportunity to be creative and to implement our own business ideas. Often the Projects come from outside...here the sense of ownership was very positive.” Mr Usta considered that his involvement with the Project activities helped the youth organisation grow and to be able to interact with other organisations and the local community. When asked if participating in this Project was useful for his organisation he replied: “It definitely helped strengthen my organisation. It’s a small organisation and everything we receive helps strengthen us. Our biggest problem is financial resources. This is necessary as it serves to reinforce the organisation, unite the members and chart the way forward. The name of my organisation is strengthened in the province and also known outside.”

At the end of the interview he recognised that the challenge fund initiative he designed was too ambitious compared to the organisation’s capacities: “it should have been better designed, if there is a chance to do it again we need to look well, get a better picture, of conditions on the ground and then to allocate money better; with my little experience it was hard to write up the budget (for the Challenge Fund program)” Earlier on in the interview Mr Usta complained “the budget allocated (to the Challenge fund initiative) was very little”. Similar sentiments may have been expressed previously by the INEFP director who, when asked “*do you think the project received sufficient financing to carry out its aims?*” replied: “I think there was sufficient financing, although there were difficulties... The ILO objectives are always good but we did not feel there was enough availability of funds from the ILO. It was positive, but it could be more.”

Wonelela’s lack of professionalism is demonstrated in their complaint about the rigorousness of the design of the challenge fund project and that “the budget allocated was very little... we had to tie ourselves to the project we had submitted, and we could not change the allocation of funds around as our activity would then be scrapped. The program was so rigorous: if an activity did not work out as planned we could not then transfer funds towards another activity. We could not use the money to buy a pen!” Of course, such rigorousness is to be expected of multilateral donor financing. Nonetheless Wonelela considers this experience to have served as an important learning experience: “In the future we have more tools to succeed now, we have learned about communications and know better how to relate to donors. In terms of management we now have more experience. We also gained experienced in dealing with small problems, and this experience now helps us foresee problems.”

CONSILMO stated during their interview that “the monitoring of the project in the three regions needs to be more aggressive and more systematic.” In Nampula the INEFP office was able to serve as godparents to the challenge fund Project, they disbursed payments and, as the director noted, this allowed them to do continuous monitoring. On the other

hand in Inhambane there was less continuous monitoring, and the nature of the monitoring was actually too aggressive. This is suggested in the stakeholder responses to the question whether the Project was properly managed. *Mr Carmino replied:* “It was good: truly Gaia has experience, and Francesca, who did the monitoring. Unfortunately there was a lack of perception by some youth and unrealistic expectations... The monitors are the spokespersons for the rules and unfortunately she [Francesca] was seen as an enemy.” Mr Usta was also asked if he felt *the Project was properly managed he replied:* “I feel that the Project was well managed, of course once it started going there are hiccups, with implementation, but in general it went well.” It was when asked of his impressions on project design that he mentioned, with regard to difficulties faced, “maybe it wasn't a lack of experience, on knowing how to relate to all the players...” which suggests he places the blame on the monitor. Hence it would seem that the main reason for difficulties in the implementation of the challenge fund project was due to a clash of personalities between himself and the Project evaluator.

Mr Usta was also asked “how do you recommend we could fix the difficulties faced? for example perhaps if the ILO had more presence?” He viewed this suggestion very positively: “Yes, one of the problems we felt was that the consultant allocated to monitor us was in Maputo and she would come here to work one, two days, and she was also working with other organisations; that was a constraint. If we have a consultant that was based here full time we can get more advice, and especially on the day to day management. Sometimes there are immediate questions that if you will take the time to help solve them then. Because we didn't have this (support) more things get spoiled.”

## Project Management

Stakeholders were unanimous that the Project was well managed; the members of the steering committee, which includes the ILOs tripartite partners in the country, were especially delighted with the way in which the Project Coordinator interacted with them on the delivery of the program. The employers’ organisation CTA considered “The good thing is that the Project gave us outputs to comment on, there was a consensus that was met on the outputs, we all had a say and hence a commitment to reach the goals. Often projects from the outside come all packaged and when this happens with us we send them right back. But if it has the buy-in from everybody then this ensures success. The Technical Committee also chose the Challenge Fund projects.”

The OTM similarly mentioned “it was good that we were able to review and validate the Program and that were shown each of the Project's stages and its advances and that issues were highlighted to stakeholders. The Project stakeholders were well informed and this tells us that the management was good, especially compared to other ILO Projects in the country” The workers organisation CONSILMO also shared his experiences with other ILO

Programs in the country: “We were a member of the ILO's Working Out Of Poverty (WOOP) Program in Mozambique and if I were to compare that to the youth employment Project I would say the management of this Project was much more transparent and the fruits of the work we have done are more visible... the Project's implementation was efficient and transparent... We were informed on how the money was spent, this occurred very transparently.”

Although when asked about their impressions of the management of the Project the CTA responded: “administratively, it was terrible, because of the bureaucracy that is typical of the United Nations”, the CTA recognised the Project to have been successful and, when asked what the reason for this success was Mr Monteiro replied this was due the efforts of the Project Coordinator: “Gaia is pushy, she pushed very much (to make sure activities were done) and this was necessary for its success.” Unfortunately the national staffers hired on this project are less deserving of praise.

It was noteworthy to find when this evaluation was being conducted that the Project Coordinator was operating without support staff. When asked about this she mentioned that while the Program in 2009 benefitted from a Finance/Administrative Officer and a National Program Officer the two people she hired were incapable of providing adequate support and that their contracts were not renewed because she operated better without them than with them! This is striking as this staff serves to alleviate the burden of the manager of the Project, it should not serve to increase it.

If the national program officer was proficient in either English or Portuguese he would have been an asset for the Project manager. It turns out that both his Portuguese and his English were of a poor standard. This is simply a case of insufficient qualifications for employment with the United Nations and his contract should have been revoked much earlier.

Strained working conditions may be created when two people from different cultural backgrounds work together under pressure, however it is understandable that a minimum degree of professionalism is expected: it is unfortunate that at the end of her contract the administrative assistant did not file away the copious documentation that was circulated during her time of employment. The Program officer had to spend much time doing this onerous task. For further discussion please see the recommendations in section x.

## Sustainability

The interviews with stakeholders also sought to enquire upon the sustainability of project activities, and if stakeholders plan to continue the activities started by the project. The former director of INEFP, Mr Mavila has this to say about the sustainability of multilateral development institutions:

“Many of the fine activities of Programs receiving external financing end with the end of the project cycle, there are serious problems of sustainability and continuity. As a result some development projects have significant gaps because they do not possess a capacity building component for national public institutions, while with the inefficiencies and ineffectiveness of these institutions it is difficult to achieve the sustainability that is desired.”

Regarding the construction sector the Ministry of Labour seemed dubious about their ability to continue especially the SIYCB trainings without external support. INEFP in Inhambane mentioned: “after the Project we will have trainers that have been formed: we had three of our staff formed. We would like to find other partners to set up further trainings, now that we have the trainers, but we will need to find funding.” This is discussed further in the conclusions.

INEFP also mentioned that there are difficulties with the continuation of the remunerated internships in construction because enterprises are reluctant to pay the stipend to learners. Similarly the youth organisation ATEMP, who placed 29 members in remunerated internships, were asked if they plan to continue with this they replied “Without financial support it will be impossible to continue. We have visited the Dutch embassy on this but ultimately the enterprises need to pay for the internships, and we have been waiting for this for a long time.” While the national internship regulations that were developed provide fiscal incentives in order to encourage businesses to participate ATEMP were dubious about this. As they said: “While there is the recommendation that the enterprises not pay income tax in order to pay for the internships we know that the government does not like this as it needs the taxes.”

In Tourism, however, stakeholders were confident that the initiatives promoting youth employment that this Project commenced will be continued in the future and this is because of the pressing need for more capacitated youth for the growing tourism sector: CTA mentions: “We will continue especially trainings because we want more people capacitated with basic and medium skills for tourism.” The employers organisations were pleased at what the ILO has been able to do to help them build capacity and consider the project a success in the promotion of youth employment: Rui Monetero mentions “we have seen in the Project examples that show that it can be successful and which can change the situation. The experience of this Project has been to show everyone that it can be done and it is sustainable.” Similarly the Ministry of Tourism stated they plan to remain involved with youth placements: “We want to provide incentives for internships, in order for youth to gain professional experience. We want to be pioneers in embracing youth”

The initiatives started out by the challenge fund are likely to be sustainable. Of the four successful projects of the beneficiating youth organisations all of them considered that their future is bright. The youth organisation in Nampula province was asked “Do you feel there are business opportunities in your region?” they replied: “yes, there are opportunities in Nampula. The future of our organisation is brilliant”. Similar sentiments were expressed by

the youth organisation in Inhambane. The involvement with the Project invariably resulted in increased membership for the youth organisation, for example the candidates involved in work placements through ATEMP had to become members in order to benefit, while ADJUMO mentions that “as people see that we are having activities they get interested to join.” The challenge fund initiatives involved 3 initiatives in construction and 1 on tourism. In construction all three youth organisations, ATEMP, VIDAS, ADJUMO, are enthusiastic about the potential they have to turn themselves into sustainable enterprises, and hence the Project has succeeded in the creation of entrepreneurs.<sup>20</sup>

With regards to the tourism initiative, IVERCA also considers it to be sustainable and add: “it was a fight to get market share (of the tourism market) but slowly we are gaining. There are still many travel agencies that are not acquainted with our product.” IVERCA has managed to capitalise on their capacity that was built through the Challenge Fund finances to be able to attract other sources of financial support, the Spanish embassy gave funding to continue with the neighbourhood festivals, and the Project Coordinator further assisted them with financing to produce English language pamphlets and a new stock of material for handicraft production as they had managed to sell out. “Our aim is to open an outlet in the neighbourhood where we can sell our crafts and food”.

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<sup>20</sup> This is arguably a more laudable outcome than the original project design which was to create political leaders, which could have put at risk the perceived neutrality of the agencies of the United Nations.

## 6. Conclusions

The youth employment Project was of direct relevance to the labour challenges faced by Mozambique, a country which in addition to its post-colonial experiences suffered civil warfare. This has led to national demographics where youth are a majority. The school system yearly churns out new graduates who swell the labour market while there are insufficient employment opportunities in the formal economy to absorb labour demand. This was accomplished through provision of skills to increase the employability of youth, through work placements and technical trainings in the tourism sector, and through the promotion of self-employment, notably in the construction sector in which the ILO was able to introduce the Start and Improve Your Construction Business (SIYCB) trainings.

This evaluation also found that the financial support of the Republic of Germany enabled the ILO to successfully establish itself and to set up structures in order to make a lasting contribution to youth employment in Mozambique. These contributions have been documented in the case studies.

This includes strengthening of the employer's organisations' capacity to respond to the need for trained workers in the tourism sector through the implementation of innovative trainings, while the AHSM hotel association accomplished its task in ensuring that the trainings the businesses receive are replicated to further beneficiaries that include their staff and also unemployed youth. This has enabled the project to surpass the indicator of achievement of number of youth trained, set at 250, in 2009 alone. The certification received by the unemployed after these trainings have demonstrated to increase the employability of participating youth.

The Project Coordinator should be commended on her ability to keep the stakeholders and participants of the steering committee fully informed of the Project. In this respect her management style was considered greatly superior to that shown by the WOOP project, especially by the workers organisations. The Project Coordinator has demonstrated tremendous enthusiasm and engagement with the project and stakeholders and has built solid networks with the Ministries of Labour, Tourism and Public Works, as well as with the workers and employers organisations. This is of great benefit to future ILO activities in the country. The Project Coordinator was hired on a P-3 grade and has since demonstrated to be able to successfully accomplish the duties of a P-4 staff member of the United Nations in Mozambique.

Regarding the sustainability of Project activities we find that the employer's organisation's experience running the technical trainings on tourism means that they will be sustainable in the south of the country. However, the CTA warned that there is pressing need for trainers in the north of the country, and caution that the needs of people are different, "the further north you go the more basic training is needed."

This evaluation also found that there will need to be more pressure given in order to encourage private enterprises to provide remunerated internships, and this is the stated intention of the Ministry of Tourism. In the construction sector there is great opportunity for the Ministry of Labour to establish more linkages like the one that was developed between INEFP Nampula and the water management enterprise FIPAG.

With regards to the SIYCB trainings this evaluation found that the Project was unable to reach the target of 250 beneficiaries to such trainings and the reason was lack of financial capacity on behalf of those organisations trained as trainers to organise subsequent training of entrepreneurs. Being that this Project has been able to introduce a very valuable training package into new soil further donor support may be necessary in order to successfully establish capacity.

In the short term it will be highly relevant to ensure the embedding of entrepreneurship promotion capacity in the national vocational training institution INEFP by providing financial assistance for future SIYCB trainings. It is hoped that the ILO office in Maputo will be able to receive and disburse money to support such activities, including for the purchase of training manuals. However, the Ministry of Labour cannot rely on multilateral donor support indefinitely; means must be developed to ensure that trainings are continued in the medium and long term. This will involve the provision of a set number of trainings per annum included in the INEFP budget.

### **Youth Employment and Entrepreneurship**

One of the most beneficial contributions of the youth employment Project of the ILO was the promotion of self-employment. Stakeholders considered that business start-up from youth and their organisations was a principal route to addressing the problem of youth unemployment, although some stakeholders remarked that youth still need to acquire appropriate professional skills. Challenge fund beneficiaries were enthusiastic about having been given an opportunity to design their own youth employment projects and the success of the majority of these initiatives serves as practical examples of what youth can achieve.

As Rui Monteiro of the CTA mentioned, there is a need “to train people to discover and use the economic potential of their regions”, otherwise it is difficult for them to think about starting a business, and he emphasised that such entrepreneurship promotion is needed more the further north you go. He considered this to be demonstrated by comparing the business ideas designed during the workshops in the three pilot regions, “Inhambane is much better than Nampula, where there is a lack of understanding and where the training results were so poor compared to the south. He also recommended there be further linkages between the ILO Project on youth employment and the schools

It is noteworthy in the case study interviews with the business owners who benefitted from SIYCB trainings the extent to which such business training serves to capacitate them to run a

business. The provision of such training has demonstrated to help their business grow. Business owners expressed a desire to grow in order to be able to hire more people, and this is very important. However, participants unanimously agree that there is a need for ongoing business support training, which is due to the large amount of business information that they are expected to digest in 5 days. If the opportunity arises in future employment promotion Programs of the ILO it would be useful to revisit these participants and involve them in further training, and in return they could be requested to establish paid internships in their enterprises.

As everywhere, financial constraints were the primary reason hindering business start-up. As part of this Project 5 entrepreneurial initiatives from youth organisations were provided with financial support, and further initiatives that are designed by participants to the SIYCB entrepreneurship trainings will be able to benefit from the Revolving Fund that was established by the Project Coordinator and endowed with US\$ 110'000 to serve as loans financing youth entrepreneurship.

This fund will be able to respond to the challenges that interviewed stakeholders mentioned in gaining access to existing funds, notably those managed by the Ministry of Youth and Sport. For instance in the interview with IVERCA the 2 youth, who study tourism at university, were asked if they thought other youth will be able to start up similar initiatives in the tourism sector? Ivan replied "Yes, I think so, we have some very innovative people... but they are unable to get support. The available government support is very complicated. The youth ministry has funds, but I haven't heard of anyone that has won that fund." Likewise the employers' organisation CTA commented that the "process of getting funds for business start-up from the ministry of youth is complex and difficult."

In addition to financial support a wide range of business support interventions are desired by youth entrepreneurs. Iverca was asked if there were national business plans competitions and replied: "Yes there are business plan competitions but there is no follow. Youth have good ideas that need support as they do not have personal capital to invest in things like market surveys to identify what is lacking in the market [...] Also needed would be more advice on how to run a sustainable business." However, Erica mentioned that "there is also the fear of failure that prevents youth from investing in a business." It would be beneficial to encourage entrepreneurship nationally in order to change such mind-set and

The employers' organisation also mentioned that "the Project should link to other services, and bring in business service providers to enlarge its scope" and while the Project Coordinator mentioned that this is the purpose of the Revolving Fund implemented through GAPI, to bring in Business Development Service (BDS) providers, there seems to be a need for more BDS providers in the country. The commissioning of a report by the Project to examine this was a practical first step but further steps to support this would be beneficial.



A striking finding from the review of this Project in Mozambique was the difficulties faced in registering a business. As we have seen the youth organisation in Nampula was not registered, leading to challenge fund financing operating via the INEFP offices in the province. During the interviews they were asked if they were now registered and surprisingly they still were not: “Not yet, although we have tried. There is a problem with some documentation that is only valid for 30 days, but the Ministry of Justice (who deals with registrations) takes 90 days to process our claims, so by the time they start the documentation is expired.” They further mentioned that INEFP is looking to facilitate this by having a focal point in the Ministry of Justice

The costs to business registration were considered as still too high by entrepreneurs in the Construction industry and this prevents them from registering and expanding a business. One” participant to the SIYCB, Mercia, “hopes that her business will be growing in the future and that she can register her company. She points out that at the moment it is still too expensive for her to register officially her business.<sup>21</sup> Another participant to the SIYCB also mentioned the financial difficulties in growing his business: “He is also trying to obtain a license to allow his business to participate in tendering procedures, the cost and bureaucracy of which is very high (according to Amoço it costs about 650 USD to obtain a license). He hopes that once he obtains the license for his company that his business will grow exponentially. Amoço also requests that ILO establish a partnership with the Ministry of Industry and Commerce to facilitate licensing processes for SMEs.”<sup>22</sup>

While, as the CTA noted, “the registration of business is also complex because of the bureaucracy involved, although the ministry of finance has released a new simplified tax system” there seems to be scope for further interventions to the Legal Regulatory and Policy Framework (LRPF) in order to facilitate business registration and hence strengthen employment growth in the formal sector. It may be an oversight of the Project design that only one intervention was to be applied to the LPRF of Mozambique. While the Project operates in two sectors this macro level intervention concentrated exclusively on the tourism industry: this in itself is not wrong, but future ILO interventions may wish to dedicate time and effort towards examining and ameliorating the issue of business registration.

Finally in terms of youth entrepreneurship a great opportunity is offered by encouraging the establishment of youth enterprises to be able to carry out tasks outsourced from large enterprises. The Ministry of Public Work was queried about this and they replied: “Yes, we want these activities to grown, there are many youth groups who can be engaged with this and large construction companies require many services.” The evaluation was also able to

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<sup>21</sup> Case study: Mercia Teresa Joaquim, SIYCB Trainings to ADJUMO youth organisation members in Nampula (YE\_NAM\_GAPI\_Mercia.doc)

<sup>22</sup> Case Study: Amoço Paolo Ernesto Licomba participant to the GAPI delivered SIYCB trainings December 2009 (YU\_Map\_GAPI\_Amoço (2).doc)

query the regional director of the private enterprise FIPAG, which received internships, on this. Mr Khossa was asked: “Are there opportunities in your business to outsource work to service providers?” He replied: “Yes, there is much space for new service providers and we want to do more outsourcing of tasks. If the young workers can start a cooperative we can hire them to do work for us, notably maintenance work but also work in market research [...] we can help develop a business plan that a cooperative can use to carry out outsourced tasks, this way we can help provide business.” It is likely that the public-private nature of the water management industry in Mozambique means that FIPAG has a mandate to assist with enterprise creation, and this would make them potentially tremendous partners in future youth employment Projects.

### **Greater cultural sensitivity**

This Project, like many other ILO Projects in developing countries, was run very professionally. This is not always a good thing and it can cause complications when it is expected that the other side also operates in a professional manner. In this regard this evaluation does not consider that the Wonalela association in Inhambane be considered responsible for the failure of the Challenge Fund initiative. The problem faced would have been overcome through the presence of an ILO staff in the pilot region, which is uncommon, who would have been expected to interact with the Projects beneficiaries in a more diplomatic manner. Instead, as the Wonalela association remarked, the consultant hired to work on monitoring was a professional who allocated her full concentration only on those days she was paid for, and whose Italian personality is a completely different cultural stereotype from that found in Mozambique. While the president of the association accepts he needed to make more of an effort it is primarily the duty of the ILO, as a diplomatic organisation, to accommodate itself. Instead, the professional structure of development projects causes an over-reliance on external consultant to carry out the tasks required for the Project’s implementation: if activities were carried out through the auspices of the ILO, then a greater degree of diplomacy becomes a requirement. Perhaps if the National Project Coordinator (NPC) hired by his Project was based in the pilot region, rather than in the same ILO offices as the Project Coordinator, this situation would have been avoided.

The remark on the need for greater cultural sensitivity interestingly also pertains to the trainers from the tourism association AHSM in Maputo; there was a complaint that arose from the tourism sector trainings conducted through the UN Joint Program in Ilha de Mozambique in May 2010. These trainings were additional skills trainings that were organised because it was found during the earlier training of trainers courses that the skills base in the island was so low that they needed additional skills trainings. So the recently formed trainers from the 5 star hotels in Maputo went up to Ilha to give these skills trainings, however they were inadequately prepared. Dulce Pinto de Magalhaes remarked: “they expected to find the same level of professionalism and infrastructure as in Maputo.” This shows that there was no effort made to tailor the courses to particular levels of

developments. Furthermore Dulce mentions there were notable communications problems “as even the language used on the Island is very different than Maputo language.”<sup>23</sup> These considerations should be made systematically before implementing further trainings outside the capital Maputo.”

## 7. Recommendations and lessons learnt

The findings of this evaluation suggest the following recommendations:

- From the difficulties expressed in the case studies on registering a business it would seem that further attention towards an enabling business environment in Mozambique is warranted and should be accommodated in future Employment sector Programs.
- A recommendation that came from ATEMP was: “We should open an association of young entrepreneurs that can support the ILO as consultants and provide mentoring.” If such an opportunity arises this would provide exceptional value added for future youth employment initiatives
- There were significant delays between the two months of formative trainings and the start of the work placements in Nampula: One participant remarked that many had already forgotten the basic skills acquired during training. As such delays are also likely to occur with future initiatives a 2 week refresher course before the start of the internships may be a valuable addition to the curriculum.
- There may be important linkages to be made between the participants of the SIYCB business trainings and work placements, in that those that attend the latter may be more willing to accommodate and pay interns – if it can be demonstrated to them that they can recoup the costs of the internship stipends through reduced taxation. Perhaps the enterprises engaged in work placements can be offered other fiscal initiatives such as waiving of duty for purchasing imported equipment.
- Stakeholders must receive a list with the contact information of all the trainers that have been trained by this Project. These people need to receive regular training assignments if the methodologies are to be fully interred in Mozambique.
- The ILO social partners need to take a lead role advocating for youth employment, in the aim of changing prevailing business practices by promoting a culture of staff development and training, which stakeholders interviewed considered was not prevalent. It is also standard in Mozambique to request 5 year’s experience to applicants for formal employment, and this practice discourages youth employment.
- It would also be necessary to promote entrepreneurship amongst youth in Mozambique, and especially in the provinces. The CTA mentioned
- One member of IVERCA mentioned there is still the “fear of failure that prevents youth from investing in a business” and ongoing activities and support structures will help to encourage

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<sup>23</sup> Case study: Training on Tourism in Island of Mozambique (YE\_Turconsult\_Ilha.doc)

- It would be beneficial to increase the involvement of the voice of youth in the national policy debate. Workers organisations could undertake an important role through their National Committee of Youth Workers and encourage youth to organise themselves so that they can be helped to create a business.
- In terms of administrative staffing it is suggested that the ILO be able to recruit for a new office an international G-staff member with minimum of three year's experience providing administrative support to international development Projects and who would be able to provide oversight and capacity building to nationally recruited administrative staff.
- For future hiring of NPC officers it is recommended that the 12 month contract include a 5 month trial period: this will enable the Project managers to dismiss incompetent staff and re-advertise the position.
- It is further suggested that nationally recruited Project staff (NPC) be placed within one of the pilot regions in order to provide an on-going ILO presence on the ground. The NPC staff could be accommodated in the municipal offices of the Ministry of Labour.

### **Lessons Learned**

- This Project demonstrated that youth organisations can be important vehicles for carrying out Project activities
- The positive view by stakeholders of the management of this Project was largely due to the transparency of Project operations.
- The “Snowballing” training methodology, in which participants trained are required to share the skills learned with colleagues and unemployed youth has proven to reach many beneficiaries, more that the Project aimed to achieved.

## Annex 1: Stakeholder Interviews

*Interview with Stakeholders in Maputo. 31.05.2010*

### **1. Interview with Rui Monteiro (tourism), Otila Pascile (construction): CTA (Employers Organization)**

*Since when did your organization begin to participate in the Project?*

We have participated since the inception of the technical committee of the Project. The CTA is a confederation of economic associations, within are 9 business working groups representing different sectors, including on agriculture, tourism, construction... there are working groups on 5 sectors and 4 on cross-cutting themes such as labour affairs and fiscal finances. We have regional offices in the north, south and centre of the country.

*Has your organization been involved in the theme of youth employment prior to the Project?*

We had not been involved in trainings before this Project.

On Tourism we were especially involved with capacity building trainings we have a strong hotel association in the south, involving the hotels in Maputo, which is one of the few that is self-sustainable. The involvement of the hotel association was crucial and they pushed to have the [tourism] trainings, the industry requires trainings.

The CTA is part of the national tripartite council, and has been involved in the labour consulting committee in the last 5 years –this is an example in Africa of social dialogue

*Will your organization remain involved in the theme of youth employment in the future*

We will be involved with anything that facilitates business and efficiency in the private sector, especially trainings because we want more people capacitated with basic and medium skills for tourism. We do not have capacity building, except for one (weak) hotel school

The ILO helped build capacity within the CTA through the tourism training sessions we organised with our members in the private sector; we also had three or four sessions on building negotiation capacity, internal organization, health and safety at work. We also received help on defining strategic plans. [Note: this includes other non-Project related interventions]

*Did your organization contribute to the project with financial or human resources*

With administration, definitely, we worked about one day a week on this Project.

*How relevant is the theme of youth employment for the development of Mozambique?*

It is extremely important, we are in dire need for skilled labour; we now have a generation of youth with a different attitude towards work, who want to become more skilled, and this

is very positive. We also want to encourage a move out of the informal sector in order to increase the fiscal base. The CTA members represent 10 percent of formal employment, with another 12 percent of employers not represented. The remaining 78 percent of employment is in the informal sector.

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

Has it increased? I would say it has made a dent. We have seen in the Project examples that show that it can be successful and which can change the situation. The experience of this Project has been to show everyone that it can be done and it is sustainable. The training of trainers is having a snowballing effect, and the trainers we trained are now giving trainings on their own. This has been very important for us, we need this. We want to wait a further two months to get the final results of the impact of training in the north.

*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

The good thing is that the Project gave us outputs to comment on, there was a consensus that was met on the outputs, we all had a say and hence a commitment to reach the goals. Often projects from the outside come all packaged and when this happens with us we send them right back. But if it has the buy-in from everybody then this ensures success. The Technical Committee also chose the Challenge Fund projects. Some of these didn't work out. 3 definitely succeeded, the fourth perhaps.

[note: successful projects mentioned include the ATEMP, IVERCA, VIDAS youth associations, with ADJUMO as perhaps (because they were late and the results of their initiative had not yet been presented to the Technical committee). The fail pertains to Wonalela]

*What difficulties were faced in the implementation of the Project?*

The placing of interns in hotels: the private sector has been reticent in accepting the unemployed into their hotels. This represents costs to the hotel (e.g. provision of uniforms for additional staff) and the interns are considered risks. To change this we are doing case studies where the unemployed have become successfully employed, although the rate is quite small. We should look at capacity building more, through trainings and the 30 hours internships, and these participants should then be placed on a list of candidates for when vacancies occur. However the unemployed sometimes have a dubious approach to work.

*What were your impressions on the management of the Project?*

Administratively, terrible, because of the bureaucracy that is typical of the United Nations. Otherwise the Project was focused and realistic, it was small enough to follow through and get results and was controllable. This is very important.

*What is your impression of the impact of the project in the tourism and construction sector?*

In tourism I can state that it has been successful, we have received the feedback from the hotel association. We now have people with more skills and the people trained have better working conditions (through promotions) and better pay. Continuous training is extremely important.

In construction in terms of upgrading skills it has been very good; participants received information on working conditions and the business environment. The training towards self-employment is something that was very positive, this pushed young people to think about innovations and entrepreneurship.

In terms of constraints the process of getting funds for business start-up from the ministry of youth is complex and difficult. The registration of business is also complex because of the bureaucracy involved, although the ministry of finance has released a new simplified tax system. Youth also have problems with bank guarantees (collateral). The Project should link to other services, and bring in business service providers to enlarge its scope. (*note: this is the purpose of the Revolving Fund implemented through GAPI*)

*Do you think that the activities started by the Project will continue in the future?*

With internships in construction there are problems with the fee (paid to learners), which business people don't want to do. The ministry of labour and the CCT should create an incentive for first employment through an employment fund, through which a company receives financial or fiscal incentives to receive trainees. (*note: fiscal incentives are incorporated in the internship regulation bill*)

We also need to enlarge the geographical scope of trainings, to spread it out. For training in the provinces the requirements are different from Maputo, there are different poles of development and the further north you go the more (basic) technical trainings are needed. This should involve small three-week courses so that people can get going, as they have no basic knowledge. We need trainers up in the north. People also need to know how to get information on what assistance they can get from NGOs and the government, and unfortunately youth organizations are few and far between.

We also need to train people to discover and use the economic potential of their regions, otherwise it is difficult to think about business. In this Inhambane is much better than Nampula, where there is a lack of understanding and where the [entrepreneurship] training results (of the decent youth employment workshops organised in December 2008) were so poor compared to the south. There should be linkages between the ILO Project on youth employment and the schools

*Why do you think this Project has been successful?*

Gaia is pushy, she pushed very much and this was necessary for its success.

## 2. Interview with Mr Munguabe (Secretary General), Rafael Dava (focal point): OTM (Workers Organization)

*In what way did your organization participated in the Project*

We were involved since the inception with the coordination of the youth employment Project where we designated a focal point for the Project and we participated in the technical committee. We were active participants and undertook formative activities (on Start and Improve your Construction Business (SIYCB), as these are tied to labour issues. In this manner we were able to train many youths. We also participated in the selection of participants for project activities, including the Challenge Fund, and in the elaboration of regulations for work placements (internships). We also provided administrative and logistical support to the Project.

*Has your organization been involved in the theme of youth employment prior to the Project?*

Yes, we started working on the issue of youth employment in 2006. We have instituted as part of the OTM Congress a National Committee of Youth Workers, which serves to coordinate the issue of youth employment and labour law and social issues. We also participate in the UN joint program on youth employment.

In our country youth unemployment is very high and to a large extent those youth that finish school do not find (formal) employment. This is mainly because they lack experience and businesses have a tendency to demand at least 5 years work experience. Youth unemployment is also tied to other issues, such as the health of youth and AIDS, as the youth are those most affected.

*How relevant is the theme of youth employment for the development of Mozambique?*

Without doubt it is relevant; youth have the most problems with employment and we are preoccupied by this. We feel that youth employment will help avoid problems of delinquency, will prevent youth from feeling frustrated and allow them to continue their development. Our Congress set up the National Committee of Youth Workers in order to deal with this theme because we recognise that youth have their own language, ways of thinking and ambitions.

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

Yes, before we [the trade unions] did not know with whom we could work with to reach out to the most amount of youth -that is a problem, reaching out to youth. We want to involve more youth in productive activities as there are few formal jobs in the country although there are many in the informal sector. This is a big preoccupation for us and we know we



need to work of help youth to formalise their activities and to abandon informality. However they also require certain capacity in order to run a business and this is important. Up to a point we have been able to train youth for employment and also for self-employment, to start their own businesses. It is important that after school youth can start their own business as there are few jobs.

*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

The Project contributed in a way with activities to support youth but I think we need to increase the activities each time in order to capacitate more youth and help them to start their own projects. There are few youth that benefitted from this Project, we need to involve more youth. We must also expand activities into other provinces; the ILO always targets only three or four regions. We need to touch other provinces so they can also benefit from this Project.

The activities to capacitate youth were the most important; the participants received formation and support. However, while you can train youth you also need a mechanism to ensure they can then find work after trainings. Of course the other areas of activities were also important, especially developing training material to facilitate self-employment [Start and Improve Your Construction Business].

In the country the formation of youth is deficient because of a lack of laboratories where they can carry out practical work experience, instead they only receive theoretical trainings. This is deplorable, they also need work experience.

*What difficulties were faced in the implementation of the Project?*

The funds available were limiting, they were insufficient for widespread implementation, in order to reach more people. We could only implement priority activities and we had to leave aside other activities, especially in other provinces. We would like to see the Project expanded to cover the whole country.

*What were your impressions on the management of the Project?*

What we have seen that has been good, it delivered value-added. It was good that we were able to review and validate the Program and that were shown each of the Project's stages and its advances and that issues were highlighted to stakeholders. The Project stakeholders were well informed and this tells us that the management was good, especially compared to other ILO Projects in the country (Working Out Of Poverty). The problem is that the limitation of funds resulted in a reduced impact.

*What is your impression of the impact of the project in the tourism and construction sector?*

The impact was felt, we have seen work specific to these sectors and as a result business has become interested in our work, especially the tourism industry. For us the impact has been positive and it is necessary that we keep providing support to youth in these sectors. These two sectors are undergoing frank change, which the government has pushed to have significant growth. Tourism, for example, is little developed due to the country being at war and it is now experiencing a renaissance, with new businesses. It is a sector that is worth supporting. In construction the war destroyed a lot and there is a need to rebuild. Youth get involved in repairing damaged areas, notably through the public works programs, in zones that have a high growth promise.

*Do you think that the activities started by the Project will continue in the future?*

We want to persuade (the ILO) to continue, it would be good. It would give important support to youth and create new opportunities of employment

*Why do you think this Project has been successful?*

Yes, the results are visible

### **3. Interview with Angelo Chilaule (construction), Albino Mareleco (tourism): CONSILMO (Workers Organization)**

*In what way did your organization participate in the Project?*

We were especially involved in tourism and our involvement with the Project was beneficial to our organization, we focused on youth in tourism and we saw the creativity of youth... The work of the Project and of the technical committee was much appreciated. We want to see the Program continued and expanded. The Project should benefit the whole country, other areas were missing.

We also participated in the evaluations of the project proposals for the Challenge Fund. These evaluations helped us understand the necessity for this Project. We did find that many youth organisations did not understand well the requirements in terms of statutes and documentation, some presented their documentation correctly and they were able to benefit, while other organisations' documentation were incomplete (they were not registered). [This pertains to the Nampula organization ADJUMO. To solve this problem Consilmo participated in extraordinary tripartite meeting where it was decided to disburse the money through INEFP.]

We were very enthusiastic about the Project and knew we could benefit many youth. We started initiatives in Nampula to capacitate youth for the tourism sector. Unfortunately there were insufficient conditions to involve all areas in tourism and for those who were able to be involved it is good that they can involve others. The Project helps bring new

horizons and new dynamics to youth. It helps them enter the labour market and also helps them help others. It helps youth organise themselves to tackle this employment issue and now other youth are organising themselves as well and set up youth associations.

Mozambique is well placed to benefit from tourism, especially during the upcoming World Cup across the border but we are worried about being able to serve well the incoming tourists (because of a lack of capacity) We require a lot of help and support as the government does not have the capacity for this. This Project has given great support to youth employment and Consilmo has accompanied the project activities and have seen the needs of youth

We participated in the steering committee and found that the coordination of the Project between organisations was very good, it was open to discussions and we had good working relations: We are also happy with the involvement of the project in both sectors as there are different needs in different sectors. We need to help youth associations be able to open up businesses in the construction sector, according to the different capacities of youth, as there are more possibilities of self-employment in construction than in tourism. What Consilmo needs to do is help create beneficial conditions to encourage self-employment.

*Has your organization been involved in the theme of youth employment prior to the Project?*

No, the ministry of youth and sport had done such types of programs... We were involved in the National Committee of Youth Workers (see OTM) but we had not had a program with civil society before.

*Will your organization remain involved in the theme of youth employment in the future*

Yes, I think so. Even if there is no further project we have a commitment towards youth and this theme of youth employment, because of the country's history; it's a poor country and we know that many youth are unable to find formal work. Youth are an important component of labour and we are aiming to capacitate them in order to involve them in the labour, so yes, we will continue.

*How relevant is the theme of youth employment for the development of Mozambique?*

We see it that youth employment contributes to the reconstruction of the country after the war that destroyed the economy. Youth employment will reflect the development of the country. War and instability created great problems for youth, schools were destroyed... Most work opportunities are in the informal sector that does not offer Decent Work conditions or opportunities for growth. We want to shift the focus of youth employment away from informal towards formal work and this will contribute greatly to the development of the country and the Government's plans to eradicate absolute poverty.

*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

It was adequate, especially the paid internships in tourism; The challenge fund initiative in Mafalala [a low-income district] has created a new environment for tourism, some people did not think this was possible. We need more initiatives like this so that people can see how youth can contribute to the country; we also think there are important synergies made between construction and tourism, in order to develop tourist attractions with local materials and local labour. This is very valuable and will demonstrate what Mozambique can offer to international tourism.

*What difficulties were faced in the implementation of the Project?*

The main ones were in interacting with youth during the trainings. There were little difficulties, such as the youth that participated in trainings facing problems with transport, which the ILO could look into. The administrative requirements of the (challenge fund) projects sometimes posed problems for youth organisations. Also the monitoring of the project in the three regions needs to be more aggressive and more systematic.

*What were your impressions on the management of the Project?*

We were a member of the ILO's Working Out Of Poverty (WOOP) Program in Mozambique and if I were to compare that to the youth employment Project I would say the management of this Project was much more transparent and the fruits of the work we have done are more visible. This youth employment Project was worth the effort because it created capacity of youth and of youth associations while the Project's implementation was efficient and transparent. The Project's technical committee also included monitoring and evaluation of all participants and this information was presented in plenary. The stakeholders were also allowed to identify the Project's beneficiaries and there was much work done on coordination. We were informed on how the money was spent, this occurred very transparently. The steering committee members also did their work. The Project was unique in how it involved the stakeholders from beginning to end. We want to continue with this Project.

*What is your impression of the impact of the project in the tourism and construction sector?*

It has had an excellent impact even though it was a pilot Project. In both sectors this Project has had a positive impact on youth. All those who benefited were monitored and we saw very positive work, we could see that the youth wanted to go forward with the programs that had been developed. Still, this was a little Project and in the future we would like to see a bigger program, a mega program, as this one does not have the capacity to give more.

*Do you think that the activities started by the Project will continue in the future?*

Yes, we would like to give support to continue the activities, the SIYCB trainings and the Training of Trainers in tourism. The financial capacity of Trade Unions is limited but we can

provide institutional support. The trainers that have been trained are now able to transmit their knowledge to others and we think that this is an activity that must continue.

#### **4. Interview with Adolfo Muholone, GAPI (Service Provider)**

*How was your organisation involved with the Project?*

GAPI is a development finance institution registered to the Central Bank whose main activities are providing support to SMMEs and the micro-finance industry. Our interventions are based on a three-fold methodology that combines financial services, business development and institutional development.

We view youth promotion as a component of business development services. Through the Project we introduced the Start and Improve Your Construction Business (SIYCB) in Mozambique and we were also involved in the tourism sector. We have introduced specific training on the SIYCB and this includes developing and adapting the training material, testing the material through the Training of Entrepreneurs in Vilanculo, refining and reviewing the material and printing the final version. Between September and October 2009 we carried out the Training of Trainers (TOT) in Inhambane province. The TOT involved eighteen trainers from three provinces from six different institutions. After the TOT there was the process of certification, which requires the participants to conduct at least one training, preferably two, by themselves under supervision by Gapi. During the last two weeks there has been two Training of Entrepreneurs (TOE) one in Inhambane and one in Maputo. Last year we ran three TOE trainings, one in each of the pilot provinces.

*What were your impressions of the Training of Entrepreneurs?*

It was good, it has a good impact. We have a positive assessment as potential entrepreneurs of those that could start their own business, while those that were already in business were able to get some improvements (to their business). The participants to the TOE were well selected, all of them were in the industry and participants were under the age of 35 and we try to include people from youth organisations. With the TOT we sensed an interest from participants to get involved. Many of the trainers from Maputo were from government departments, which shows interest from their side. Participants to the TOT now need to replicate the trainings with their own resources, and their task is to prepare a training action plan and when this is conducted we follow up to check their action plan and implementation and help revise their plan if necessary

The TOE has been a success in terms of start-up, this is shown in the performance measurements made during the follow-up. Some participants are in process of implementing their business plan, some have started operations, others are in process of getting loans etc.

### *Tell me about the Revolving Fund*

The Revolving Fund is for both sectors, tourism and construction, and provides a financial service for people trained by GAPI during the Youth Employment Project. This fund received 90,000 US\$ from the UN Joint Program on Youth Employment and an additional 20% of funds put by GAPI. Having gone through training does not guarantee access to funds; it's the quality of the business plans that count. Our credit department makes decisions on beneficiaries, not the trainers.

We recommend participants to focus on construction as we view this to have important growth opportunities and for initiatives in this sector we can give up to 10,000 US\$ and the repayment time is also longer. The construction sector is growing quickly in the country and there are great opportunities in terms of business start-up.

*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

Yes, participants are provided with training and access to credit, although what they lack is business management skills. This Project was very well designed, it is the only Project which we have in Mozambique that combines financial and business development services. This lead to very good outputs and impacts. Unfortunately credit is only now available (through the Revolving fund), when the Project is ending, yet we have signed an MOU and we shall continue with the activities, including training and finance, until the end of 2012.

*Do participants receive mentoring?*

All participants to the ILO trainings receiving coaching based on their action plan, where we help them identify many problems that might emerge. This includes both business start-up and business improvement. The time spent on this depends on the complexity of their business, sometimes three hours, sometimes one day, and this often involves helping participants with costing and budgeting. We also provide follow-up counselling sessions that can last two hours where we assess improvements and results.

### **5. Interview with Ana Paula (head of department), Albertina Panguene (focal point) Ministry of Tourism (Project stakeholder)**

*In what way did your organization participated in the Project?*

We were involved in the Youth Employment Project since 2008, especially during the first phase.

We are very aware of the need to involve youth in development, the Government needs policies to receive and accommodate youth and to capacitate them, there should be policy to provide opportunities for growth and to develop their careers.

*Has your organization been involved in the theme of youth employment prior to the Project?*

No, we had not covered youth employment previously.

*Will your organization remain involved in the theme of youth employment in the future*

Yes, we have designed certifications from the tourism association and developed criteria for professional qualifications in the hotel and hospitality industry that should become law. We also plan to remain involved with youth placements (internships).

We designed professional qualifications and these are an instrument to be used to develop career progression and salary benchmarks, this will help us regulate the industry. However these qualifications in themselves will not help with youth employment, it is an obligation of all, not only the tourism sector, to help youth. We want to provide incentives for internships, in order for youth to gain professional experience. We want to be pioneers in embracing youth.

We know that INEFP has helped develop regulations for remunerated internships, and that this can be encouraged through fiscal incentives.

*Have you been informed of the Project design?*

Yes, we know about the elaboration of the Project, Gaia (the Project manager) had a focal point in the Ministry up to December 2009 but she left. We were involvement with the Project through the Technical Committee. The technical committee forum is worth continuing, as the participants have the same objectives.

The results of the self-employment promotion will give self-employment opportunities to the most creative youth, and this needs to be continued past 2010, we should start a new stage of this Project.

*What difficulties were faced in the implementation of the Project?*

We did not develop deeply the Project so we did not discover any great difficulties.

*How relevant is the theme of youth employment for the development of Mozambique?*

It is relevant as with any other country, although this is a country with great unemployment. By providing opportunities for temporary employment or internship we reduced unemployment and marginalization. Youth feel that they are different people after the internships, they are less marginalised and this is beneficial. There is a need to create a health mentality in youth and to encourage self-employment.

*What were your impressions on the management of the Project?*

The Project was well managed, a good strong team was formed that reached consensus on all of the activities that were implemented.

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

Yes, though the formative activities, we want these to continue. We need to capacitate youth as our human resources are fragile and more people require the trainings. We have designed a strategy for until 2014 to help resolve this large deficit.

*Do you think this Project has been successful?*

It has been successful in that it managed to reach its objectives, yet there is still much to do. This is a fragile sector. Our strategies for tourism development is to develop world class tourism, this requires many things especially trainings.

**6a. Interview with Rita Machava (director of vocational training): INEFP Maputo (Ministry of Labour)**

*Since when has your department been involved with the Youth Employment Project?*

We were involved in this Project for over two years, from June 2008 until 2010, this was done under the former director Abiba Tamele.

*Do you know in what ways has your department been involved with the Project?*

(Note: answered with assistance) We were involved in the development of the internship regulations and my department was involved in each of the pilot regions, Maputo Nampula and Inhambane. We participated in the piloting of Start Your Own Construction Business with GAPI and with the CTA on the training of trainers in tourism, where each of those trained then trains others, including four unemployed people. There were also thirty hour internships in tourism, and some of those participants received employment. We also reached out to twenty youth organisations per province and selected 5 youth proposals (for the Challenge Fund).

*Have the internship regulations passed into law?*

They have been accepted by the (national) tripartite body and now it needs to go through the Council of Ministers.

*Has your department worked on the issue of youth employment before?*

Yes and no, while in our work we respond to everyone most of the participants in our formative trainings are youth, we also try to support small enterprises. I don't know about other provinces, we have many vocational trainings that we give to youth in order for them to be able to set up a business. The problem is that there is no funding. Our department wants to work with youth, to help them with their profession formation, paid or unpaid. This is part of the (national) employment promotion strategy of 2006-2015, which aims for one million new jobs.



*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

Yes

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

Yes, it will help. That has been the outcome of the first phase of the (Project) strategy. This is important because Mozambique needs to alleviate poverty and youth are those who can develop the country; youth employment leads to better households and a reduction of criminality and drug use, as they have jobs they have more dignity.

#### **6b. Email exchange with Mr Mavila (former director of vocational training) INEFP Maputo (Ministry of Labour)**

*How relevant was this Project for the mandate of INEFP?*

Part of the mandate of INEFP is to coordinate the actions of all relevant actors in the domain of work and professional formation in the area of the EEPF. This Project assured the realisation of the objectives which were set, with some exceptions relative to the delays in implementing the competitive fund managed by GAPI (revolving fund) and the lack of seriousness of some of the youth associations. Otherwise it was extremely important the funding we received for some activities that were carried out by INEFP, besides others for organising the jobs fairs and for the participation of a staff member in a conference in South Africa. (Note: these activities formed part of and were funded by the UN Joint Program on Youth Employment). What stands out as most important was the funding for the elaboration of regulations on pre-professional work placements, this is an instrument that will make visible the compromise of Government to promote a betterment of the level of employability of graduating and recently graduated youth.

*In what ways did INEFP contribute in terms of human and financial resources?*

INEFP contributed financial in the realisation of job fairs, in particular in Sofala and in the city of Maputo, events which benefited largely from support of this Project (actually the UN Joint Program) INEFP also contributed through the participation of its staff in the selection of youth associations and by providing support to these associations for the implementation of their projects, especially in Nampula.

*Do you think that the design of the Project activities were adequate to respond to the problem of youth employment?*

The problems in the fight against youth unemployment will not be resolved through one single project, because youth unemployment is a result of the conjugation of various variables, viz. the education system, economic structure, the level of efficiency of productive

forces; the international economic order, the extent of development policies to combat poverty, etc.

I think the Project gave its contribution, within its possibilities and capacities, to the promotion of youth employment.

*What difficulties did you face in the implementation of Project activities?*

Delays in having the funds available; lack of seriousness from the young beneficiaries; limited technical-administrative capacity of INEFP.

*What is your opinion on the management of this Project?*

I think that the management of the Project corresponded to the format that was designed for it to be effective

*Do you think that the activities started by this Project will continue in the future?*

Many of the fine activities of Programs receiving external financing end with the end of the project cycle, there are serious problems of sustainability and continuity. As a result some development Projects have significant gaps because they do not possess a capacity building component for national public institutions, while with the inefficiencies and ineffectiveness of these institutions it is difficult to achieve the sustainability (of activities) that are desired. Nonetheless I think that some (youth) associations that benefitted from the Project, such as IVERCA, now have legs (with which to walk by themselves.) Another activity that had a great impact pertains to the design of regulations on pre-professional work placements (Estagios Pre-Profissionais).

## **7. Interview with Flavio Quembo (president) ATEMP (Association of Middle Technicians of Mozambique) Challenge Fund beneficiary based in Maputo**

*In what way did your organization participate in the Project?*

We participated in the Challenge Fund in the construction sector in Maputo, and through which 29 people undertook paid internships. All of them subsequently gained employment.

*When was your organisation formed and when did you start to become involved with the Project activities?*

ATEMP was formed in 2007 and while we are a professional association rather than a youth organisation the majority of our members are youth. We have been involved in the Challenge Fund since August 2009 and participated in the Decent Work trainings in 2008. We also participated in the training of trainers of the SIYCB and we plan to start delivering trainings soon.

*What was your impression of the Project? Has it helped strengthen your organisation?*

We have had a positive impression and have taken advantage of the project to work together and develop linkages with business. We have a process to continue to provide services. We also now have great incentives to continue to get information on opportunities (such as this Project).

Our organisation has three principal activities, orientation, education and we give proposals on how to go forward and we provide accompaniment when possible. To help youth find work we help to write their CV and prepare them for interviews, we look to help them enter the labour market and this is something we want to continue doing; INEFP has recommended we register ourselves as a work placement firm and an MoU has been drafted with them. We have also had discussions with UNEFP and technical and professional colleges to facilitate work placements and preparation for their students, in order to serve as a bridge between school and businesses.

We participated in the (UN Joint Program) trainings on how to elaborate proposals and we used what we learned for our proposal for the Challenge Fund, to provide capacity training for civil construction. We also discovered an opportunity to start a construction firm and that interests us a lot, to provide services on technical formation and also labour law in construction. The ILO trainings gave us a vision on how to start such a business and there is a lot of interest from our members.

*What were your impressions of the training?*

We found that the trainings we participated in were of very good quality as many times such trainings do not provide continuity. Trainings need to be accompanied with support, there needs to be a plan developed and help accompany participants, participants need support for them to continue, just to train them and then to leave alone is not good, you need to have both trainings and accompaniment, as well as financial support.

We were involved in the SIYCB trainings, we had a member that was trained in the construction TOT by GAPI, but although participants that went to the TOT need to deliver one training before they are certified GAPI took a lot of time before they organised the trainings (to be done by the trainers trained), it was 5 or 6 months. The person that we sent to this has since gotten a job elsewhere and will not be delivering trainings.

*How could be improve this Project?*

We need to awaken the interest of our members, in civil construction, by having success examples to show others; again, it is not just a question of trainings.

We should open an association of young entrepreneurs that can support the ILO as consultants and provide mentoring. We also need to have trainers in all of the provinces as this will help develop interest.

*Will you be continuing with the activities started by this Project?*

Without financial support it will be impossible to continue. We have visited the Dutch embassy on this but ultimately the enterprises need to pay for the internships, and we have been waiting for this for a long time. While there is the recommendation that the enterprises not pay income tax in order to pay for the internships we know that the government does not like this as it needs the taxes. We should start and develop with some business enterprises a system for this: youth and businesses need to be engaged on this. INEFP may be able to develop a fund to help pay for internships.

#### **8. Interview with Ivan Laranjeira (joint president of Iverca), Erica Manjate (project coordinator: IVERCA (youth association) Challenge fund beneficiary based in Maputo**

*Tell me about your Challenge Fund initiative?*

We formed 20 tourist guides and capacitated 10 women for the production of souvenirs. We planned and organised a tourist excursion in Mafalala which is operational. We have participated in the Challenge fund since July 2009, in 2008 we participated in the Decent Work workshop and the project cycle trainings, the trainings on business plan development (SIYB TOT trainings in 2009 through the UN Joint Program) and this was very useful and helped us.

We received 10,000 US\$ from the Challenge Fund which was used to train guides in the neighbourhood of Mafalala over two months. These guides were unemployed youth that lived in Mafalala. We also had trainings for artisans and on gastronomy, one month on gastronomy and one month on artisan production where we were taught to work with recyclable material. We were able to get recognised master trainers to do this.

We spent two months doing an inventory of the neighbourhood, where notable figures of Mozambique had lived, including the houses of the first president of Frelimo<sup>24</sup>, a prime minister, a poet, and where Eusebio (football legend) lived and started to play. We did an exhaustive inventory of the history of the neighbourhood and from that we planned an itinerary for a two hour walking tour. We also display gastronomy and crafts from Mozambique as well as a garden with traditional medical herbs. There is also a dance troupe that performs the traditional 'Tofu' dance. Today (10.06.2010) we just had a group of 26 tourists on the tours, which we got from the Danatours company. We have promoted our product to 10 tourist agencies.

*How did you find out about the ILO's Program?*

Through Turconsult<sup>25</sup>. The Challenge fund beneficiaries were selected in June, July 2009 and this was a big opportunity for us.

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24 One of the two protagonists of the Civil war turned political party and which governs Mozambique

25. Project partner and member of CTA employers' organisation; produced one of the commissioned studies.

*Do you think your initiative will be sustainable?*

Yes, it is sustainable. It was a fight to get market share (of the tourism market) but slowly we are gaining. There are still many travel agencies that are not acquainted with our product.

We have gone to the Spanish embassy with our product and they gave us funding to start a festival in the neighbourhood, one Saturday a month where we sell crafts and food and have dances. It has been successful and we have organised three so far and it has been optimal, we sold out of crafts! Our aim is to open an outlet in the neighbourhood where we can sell our crafts and food.

*What where your impression of the trainings you attended?*

They were good, they helped us a lot with the writing of the project proposal, although there were some parts of the training that we knew from school.

*What did you study?*

We study tourism management at university.

*Do you feel you received the necessary support from the Project?*

Yes, we got the necessary support.

*Do you think other youth will be able to start up similar initiatives in the tourism sector?*

Yes, I think so, we have some very innovative people. The problem is getting the opportunity to implement ideas. We have seen that in our group of colleagues (at university). Some have various brilliant projects but they are unable to get support. The available government support is very complicated. The youth ministry has funds, but I haven't heard of anyone that has won that fund.

Yes there are business plan competitions but there is no follow. Youth have good ideas that need support as they do not have personal capital to invest in things like market surveys to identify what is lacking in the market. Availability of capital is what is hindering business start-up and starting money would be the key. Although there is also the fear of failure that prevents youth from investing in a business. Also needed would be more advice on how to run a sustainable business.

*Do you think that the activities of this youth employment project can be replicated?*

We had one person trained in the TOT in tourism who has found work. These trainings should be, can be replicated. Other neighbourhoods also have much history that can be shared, including in Inhambane and other regions which carry historical and cultural baggage.

*Interview with Stakeholders in Nampula Pilot region 01.06.2010*

## 9. Interview with Rita Jemusse (director) INEFP Nampula (Ministry of Labour)

*In what ways have you been involved with this Project?*

We were involved with discussion on the Challenge Fund and we reinforced the youth employment Project in this pilot region. We were involved with trainings and with negotiating the paid internships with businesses. This was something that was very important for us. One group has now finished their internships and another is about to start... While there were little problems we never lost hope. We betted on organisations (businesses) that we felt could help but it was sometimes hard to 'encuadrarnos' (get involvement). The construction industry is much easier than tourism. Incidentally, the youth that had the work placements were then hired to renovate the house of a relative of the Minister of Labour, who is originally from Nampula.

With the Challenge fund we had the problem that the youth organisation Adjumo was not registered and so during the Fund they operated under us: youth associations often have low knowledge, they are not professional. They know what they do but less so in terms of having a proper legal status. So we developed a partnership to provide support, we also discussed their planned activities. INEFP received the payments and disbursed it to them. This allowed us to do continuous monitoring.

We are satisfied because we reached the targets in terms of business plans and work placements, these are paid internships that are under way where we pay the wages. We have had 8 people involved in construction and 6 on water and plumbing. In April we had 9 interns that finished their placements.

*Has your organization been involved in the theme of youth employment prior to the Project?*

Yes, we have worked with youth previously. We also participated in the Decent Work trainings in 2008.

*Will your organization remain involved in the theme of youth employment in the future?*

Yes, we will continue, it's part of our strategy because youth are excluded and have little access to support.

*How relevant is the theme of youth employment for the development of Mozambique?*

Personally I think that if we do not guarantee youth employment then we will have great problems in the future. The development of Mozambique must start with youth. If they cannot get training then in ten years they won't know how to do anything and then development will be at risk. The majority of the population are youth and most of them don't have a profession; they require formation in order to know how to do something.

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

Yes, it will respond a lot. At the onset of the Project we were not clear but after we understand that we have the capacity to embrace youth, for example through setting up paid internships. What is important is that there are quality trainings, the discussions between trainers and INEFP needs to be continuous while the ILO can guarantee the quality of trainings offered. Without such capacity building support youth organisations like AJUMO are left to their own devices, they don't get opportunities.

INEFP has now signed a memorandum with the employers and they now start to view youth differently. This ILO Program has managed to modify the behaviour of businesses to youth. The ILO Program has also been able to augment the capacity and the behaviour of the youth organisations.

INEFP has found common understanding with the employers (FIGAP especially), they now want to know what type of courses we offer and this is proving to be important for us.

*Which activities did you find were the most important?*

They were all important. Technical capacitation was very important, the Project gave the opportunity for youth to develop their own programs, the ILO provided the model and trained them but the youth themselves developed their own business plans. Their plans showed us that they are able to be turned into entrepreneurs. This technical capacity building was very important and necessary for them before they can receive financial support.

The fact that INEFP now has organised internships with local businesses is very important for us, as INEFP but also as the Ministry of Labour in Nampula. Also the youth organisation is now receiving further interest from NGOs in the region.

*Did you face difficulties in the implementation of the Project?*

Yes but such difficulties are normal, especially in the elaboration phase of the Project because the participating youth association was not legally registered. INEFP had to act as godparents.

Another difficulty we faced was with the disbursement of money by the ILO, which could not be done directly through Gaia. This complicated the process. We did not receive the second disbursement that was sent from the ILO in Lusaka and they made us wait 6 months until they were able to confirm that the money did not go through and was sent back and for them to resend the money. This caused big difficulties as we had signed a MoU with the enterprise (taking in interns) and it almost meant that INEFP Nampula has to pull out of the project. But at the end all this was resolved and now this has been one of the most successful initiatives of the Project.

Further INEFP interviews in Nampula:

*Were there difficulties in implementing the Project?*

Yes, but this is normal. There were also delays between the start of the Project and the trainings by INEFP. There were also financial problems in starting the trainings and internship. Another thing was that the enterprises were dubious about taking in interns and it took time to explain things to them and get a working relationship started. These internships were first time INEFP did such activities and now the channels are open and for future trainings it will be easier to get placements. After we had placed some interns the company came to us and asked that we provide refresher classes to their own staff! Some of the interns have now gotten jobs in plumbing. We also have a desire to continue the trainings on Start and Improve Your Construction Business.

*What is your impression of the impact of the project in the tourism and construction sector?*

It had a positive impact on construction. Positive also because we got trainings for the tourism sector and as we know this province we can help people identify who can participate in such trainings. We are seeing growth in the two sectors of construction and tourism and the project was helpful, it reinforced capacity, especially in the growing sector of tourism; as we also participated in the TOT on tourism now we can respond and be available to help develop this sector. This is a region with growth and the project has helped.

*Do you think that you will continue the activities started by this Project in the future?*

We shall try and we know the ILO can provide support. I feel this Project was small enough to be handled and we need to continue this in the long-term. The youth require capacity building, this is a challenge to the country.

We are working hard and there are plenty of events, such as a job fair done through the Joint Program, where Adjumo got hired (to renovate a house, mentioned above) and there is a Training of Trainers on the SIYB on the 22<sup>nd</sup> of May.

#### **10. Interview with executive committee of ADJUMO (Youth Association) Challenge fund beneficiary based in Nampula**

*How did you find out about the Program?*

Through the Provincial Commission on Youth (CPJ)

*What trainings did you attend?*

The first trainings we attended was the promotion of Decent Work in December 2008, there were two of these. The second trainings were two weeks after and it was the Start and Improve Your Construction Business (SIYCB) delivered by GAPI. There were also the project



cycle trainings in January 2009. We also participated in the Training of Trainers done by the Joint Program on SIYB.

All of them were useful, they opened our eyes to self-employment.

*What business activities is your enterprise now engaged in?*

We are involved in construction, we make blocks, moulds to make construction material for sale. We also have a group that is involved in tailoring.

*Do you feel there are business opportunities in your region?*

Yes, there are opportunities in Nampula. The future of our organisation is brilliant, we are aiming to turn ourselves into an enterprise, it's now part of our business plan.

*Is your organisation now registered?*

Not yet, although we have tried. there is a problem with some documentation that is only valid for 30 days, but the Ministry of Justice (who deals with registrations) takes 90 days to process our claims, so by the time they start the documentation is expired! INEFP is looking to facilitate this by having a focal point in the Ministry.

*Has your organisation been able to increase its membership through this project?*

Yes we have had an increase in membership. As people see that we are having activities they get interested to join. We have also established a workshop in which INEFP has done practical skills training during two months, between August and October 2009.

## **11. Interview with the head of employment sector, INEFP Nampula (Ministry of Labour)**

*How relevant is the issue of Youth Employment to Mozambique?*

Practically the whole population is young and this population needs capacitation in professional skills in order for them to get employment. The formal economy is also not capable of admitting all those that want jobs; we lack investment to create sufficient formal sector jobs. We are preoccupied by this and sometimes feel impotent, what to do then? This is crucial both in the provinces and in the big cities as otherwise the youth will feel frustrated. We need to be able to educate youth but technical formation in the country is practically non-existent. While there are "technical" schools these lack equipment and can only teach theory. There is also the mentality of the business enterprises that view training their employees as a cost and not an investment. They prefer to recruit those that already have the desired skills.

*Do you think that the existence of a large informal sector demonstrates entrepreneurial capacity of youth in Mozambique?.*

Hmm, it's complicated to respond. My personal view is that youth have a tendency to want things to be easy and they don't want to have to do big sacrifices. Plus if someone comes to tell them how to do something they want to receive money to start. When we ask youth to design a business plan, in about 40% of the projects we invest in the youth do not spend the money on what was planned, they view it as free money not an investment. Still, some projects of ours have had success and every day that goes by the youth understand that the formal labour market is perhaps not their best option (and instead consider self-employment).

Firstly, it is necessary to capacitate youth so that they can have a vocation, to become a carpenter or something, this helps orient them to enter the labour market, to see what the possibilities in the market are.

Secondly, business management trainings are also necessary, not all of those who have technical skills have the business skills necessary to run a sustainable business.

Thirdly, monitoring and accompaniment is essential in all phases, once the person starts working by themselves then the frequency of monitoring can be reduced. You also need to provide credit for start-up material, but giving material for free does not help. I was involved with an ILO Project many years ago to help reintegrate former combatants and we would give people a free start-up kit with material. However, many participants would sell off their kits to others.

## **12. Interview with Eliodo Khossa (Regional director) FIPAG Nampula (Private sector business involved in water management)**

*Since when have you been involved with this Project?*

We had discussions with INEFP for three months, from April 2010 for the work placements and the internships started today. This has been a new experience, and it required flexibility from both sides.

*How useful are internships to your business?*

For us they are useful. They are students that will be able to give continuity to our work on improving and expanding the water supply, although we prefer to find people who already have the specific relevant knowledge. Also our collaborators do not learn theory, they only know the practice and these internships produces good synergies between the two.

For five years now we have had political stability and a new law for doing business in Mozambique, we have the conditions for our business to prosper and attract new investors

*Had you previously done internships?*

These were always encouraged but we had not done something at this level before. We have had both remunerated and non remunerated internships, especially with tertiary level and technical school.

For these internships INEFP pays the money for the interns and their supervisor and this is always good in terms of dedication of the participants. From my experiences as a student I understand that a remunerated internship is more motivating, also for the supervisor.

*Are there opportunities in your business to outsource work to service providers?*

Yes, there is much space for new service providers and we want to do more outsourcing of tasks. If the young workers can start a cooperative we can hire them to do work for us, notably maintenance work but also work in market research. With a development fund we can help develop a business plan that a cooperative can use to carry out outsourced tasks, this way we can help provide business.

*Interview with Stakeholders in Inhambane Pilot region, 02.06.2010*

### **13. Interview with Abdul Carimo Junior (Director) INEFP Inhambane (Ministry of Labour)**

*In what way did your organization participate in the Project? When did you start?*

We started two years ago, although there was that intention before that. We worked in partnership and participated in all the Project activities, the recruitment, formation, promotion, support. This province has great tourism potential and there are many opportunities in construction and in tourism, but we have had to rely on foreign experience. The trainings in that respect were very useful.

We started by selecting groups, associations that existed and we found that they had good initiatives but no resources. We tried to find the youth that were organised and tried to help them. We recommended Vidas and Wonelela [the two challenge fund participants]. We also made the selection of beneficiaries for the trainings. INEFP also participated in the training of trainers and this means that we now have capacity installed in the province.

*Has your organization been involved in the theme of youth employment prior to the Project?*

Yes we have worked on this theme. It is part of our mandate

*Will your organization remain involved in the theme of youth employment in the future?*

Yes, our impressions of youth initiatives are that they are positive and youth organisations help translate this into a real desire of youth; the problem for them is financial. But for what we have been doing we think that the initiatives were good, there will be important multiplier effects, especially with the TOT which the ILO must use to expand this in the long run throughout the province. Our province has 800 km of coastline and this tourism potential has high employment opportunities. We have many foreigners that are working in

the tourism sector here because we don't have the capacity, especially Zimbabweans, as they speak English and are good workers.

*Do you think the project received sufficient financing to carry out its aims?*

I think there was sufficient financing, although there were difficulties... The ILO objectives are always good but we did not feel there was enough availability of funds from the ILO. It was positive, but it could be more.

*How relevant is the theme of youth employment for the development of Mozambique?*

The theme is relevant. We came out of a war situation and that is a special situation, especially when it's a civil war; there were no rules, no laws and for a long time we went about without any laws. Many youth ended up in indecent work, nocturnal work, heavy work... We had a Project on child labour and there were realised how serious the problem was. We passed laws against child labour to help protect against this, we are conscious of the needs of youth.

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

The predominant role of INEFP is to encourage youth to get formed, to get a profession. The province is extensive and in the interior there are no enterprises and so they emigrate to the capital or to South Africa. Of course we also need to motivate them to stay, because we can form them, give them a diploma and then they take that and leave! Still we have found that if we train someone as a carpenter, and give him a kit with the tools, we do find that they stay here to work and don't leave. Providing a kit has had great effect. A kit only costs 150-200US\$, it's not very expensive and the user can pay it back little by little.

*We heard from an INEFP colleague of yours in Nampula that they sometimes sell the kit*

Yes there are cases of people selling their kits during the reintegration of the military, but that then means that someone else is using it, so I don't see it as a problem.

*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

Yes the design was adequate. It has helped respond to the issue, the big help is that it has helped develop a general policy that will be used nationwide, although we need to understand the principles and traditions of each region and why it works there. We would like more support on this for after the project.

*Do you think that the activities started by the Project will continue in the future?*

After the Project we will have trainers that have been formed: we had three of our staff formed. We would like to find other partners to set up more trainings now that we have the trainers, but we will need to find funding.

There is also a huge potential to start businesses in agriculture, to supply tourist spots in the region. We have identified youth that could be involved with that.

*What difficulties were faced in the implementation of the Project?*

It is not difficult to work with youth. We need to make them interested and then it works. Some of the youth end up being real leaders, however some are too ambitious and aim too high. There are risks to giving money to some youth who do not understand the rules and regulations (that come attached to the money). The rules were not followed and such rules are necessary to get result. There was one person that was not interested in following the rules [talking about Wonelela association]. Otherwise there were no problems. There were some delays and we lost some time but we did not get desperate.

We would like to develop a new program as the time frame of this one limits our perspective. Mozambique is a good country with serious youth, we require more financing so that in the future we can be auto sufficient. We should have a 5 year Program as this will help accompany the National 5 year development plan, also because when there is a change in government people (focal points) get moved from departments and this causes many problems.

*What were your impressions on the management of the Project?*

It was good: truly Gaia has experience, and Francesca, who did the monitoring. Unfortunately there was a lack of perception by some youth and unrealistic expectations... The monitors are the spokespersons for the rules and unfortunately she [Francesca] was seen as an enemy. All processes take time to get running but the responsibility (shown) was positive, it was worth the effort.

*Do you think this Project has been successful?*

I would say yes, we should repeat it the same. It contributed greatly to improving the capacity of youth and it helped tackle poverty.

### **13. Interview with Rauf Usta (president) WONELELA (youth organisation) challenge fund beneficiary based in Inhambane**

*What were your impressions of this Project?*

The project design was realistic and the initiatives were very good for us here because it gave us the opportunity to be creative and to implement our own business ideas. Often the project come from outside and while we implement them it is not your idea. Here the sense of ownership was very positive.

*Did you attend trainings as part of the Project?*

The TOT, the 2008 Decent Work trainings, the management of project cycles training. These trainings were definitely useful. Besides working with my own organisation we also worked with other organisations and the local community and this helped us get information of the needs of our communities.

*Was participating in this Project useful for your organisation?*

They definitely helped strengthen my organisation. It's a small organisation and everything we receive helps strengthen us. Our biggest problem is financial resources. This is necessary as it serves to reinforce the organisation, unite the members and chart the way forward. The name of my organisation is strengthened in the province and also known outside.

*What are your impressions on how this project was designed?*

The project was well designed, although there were a few problems, like all projects. Maybe it wasn't a lack of experience, on knowing how to relate to all the players... I would not describe it a problem, rather it was a weakness (of the Project). Still in the future we have more tools to succeed now, we have learned about communications and know better how to relate to donors. In terms of management (the youth organisation) now has more experience. On the group we also gained experienced in dealing with small problems, and this experience now helps us foresee problems.

*Do you feel that the Project was properly managed?*

I feel that the Project was well managed, of course once it started going there are hiccups, with implementation, but in general it went well.

*How do you recommend we could fix the difficulties faced? for example perhaps if the ILO had more presence?*

Yes, one of the problems we felt was that the consultant allocated to monitor us was in Maputo and she would come here to work one, two days, and she was also working with other organisations; that was a constraint. If we have a consultant that was based here full time we can get more advice, and especially on the day to day management. Sometimes there are immediate questions that if you will take the time to help solve them then. Because we didn't have this (support) more things get spoiled.

With Projects like these (Challenge Fund projects) the budget allocated was very little, and there was a lot of moving around that was needed to manage those funds, we had to tie ourselves to the project we had submitted, and we could not change the allocation of funds around as our activity would then be scrapped. The program was so rigorous: if an activity did not work out as planned we could not then transfer funds towards another activity. The funds were so limiting, we could not use them to buy a pen!

*What is your perspective on youth unemployment?*

Youth cannot get decent work, they are just in business to survive. How to fix that? Training on skills is one way, through vocational school where after 6 months they have learned a skill and then have a job. Instead we have many youth going to university for three years then they come out and unable to find a job. In vocational schools you spend less time and come out with a profession.

*What do you think of the tourism potential of this region?*

This province is very beautiful, there is a lot of potential for tourism and we are only in the first phase of the tourism industry here, there are still are unexplored beaches, beaches you can have for yourself. However the services are not in yet in place. There is great potential for the next three to five years. There is a complete lack of many services required for the tourism industry and the number of tourists arriving is increasing daily, many companies are opening, Inhambane is developing. If we could set up an incentive for youth to generate more employment the province will grow.

This (challenge fund) initiative can help, the only hiccup (in the Wonelela proposal) is that it should have been better designed, if there is a chance to do it again we need to look well, get a better picture, of conditions on the ground and then to allocate money better; with my little experience it was hard to write up the budget (for the Challenge Fund program), it was hard to foresee problems.

#### **14. Interview with Cremildo (president) VIDAS (youth organisation) challenge fund beneficiary based in Inhambane**

*What are your impressions of the youth employment project and the Challenge fund?*

The project was good, my association came up with an innovative project and we managed to reach the target audience of 30 people trained, we have had positive results of these trainings, many of the participants have started work. We have found a plumbing business in Maputo and have sent some youth to their business, they hired a plumber and a mason.

*What was your role in their recruitment?*

We acted as the intermediaries. They first did a placement (internship) in Inhambane for a month.

*How many people did you place in internships?*

We placed four people, two were already members. We promoted our project on the radio and we then selected fifteen participant

*Did your involvement with the project help increase your membership?*

Yes, the people we sent to trainings also became members, we sent twenty two members to trainings we increased our membership by six people. Our organisation is now more visible (in the province) we were even featured on the TV where we talked about our services.

*What is your organisation's activities?*

We help prepare youth for self-employment, we help train and with the management of business, which we did through the training of trainers on the SIYCB program that GAPI did. This is part of the services we now offer.

Gapi has not followed up on us, we have already given trainings to others but as they were not supervised (they don't count towards our certificate). We did these trainings two weeks ago, with INEFP.

We had also put our members into INEFP trainings and of the fifteen unemployed participants five went on to do an internship. One mason was given as his first assignment to work on the wall of the residence of the Governor. Yes, It was a paid internship, because he was part of the Program.

We are betting on a partnership (with INEFP for future activities). We have also been involved in building a show room (armazen) to display the production of our members. We managed to get the land, we went to the municipality and got acceptance from the community to set this up and had demarcated the land -but then someone claimed the land was theirs, and used a witchdoctor to protect his claim by casting a curse on the plot. We were scared and have had to find other land. We have managed to find someone willing to lease us his plot, he requires improvements made on the land as condition for our use of it.

*Do you plan to continue with work placements?*

Yes, within our possibilities, however the youth also need to receive skills trainings from INEFP. The long term aim of VIDAS is to be a group of skilled craftsmen, carpenters, masons, locksmiths.

**15. Interview with João Coutinho (focal point): Department of Public Works (Project Stakeholder)**

*How did your organisation participate in the Project?*

We participated in the project through our provincial directors, there are directly tied to construction companies. We placed two staff to be trained in the SIYCB Training of Trainers. We also participated in the technical committee.

*How important was the project in responding to youth unemployment?*

Its importance was that we were able to assist youth that were organised, as these youth commonly live and work without appropriate (work) experience. In construction we were able train groups of youth who would then be contracted to work on tasks for the enterprises.

*Do you think such outsourcing can be incremented?*



Yes, we want these activities to grow, there are many youth groups who can be engaged with this and large construction companies require many services, this way youth can get employment

*Do you think that the design of project activities were adequate to respond to the theme of youth employment?*

This Project was very positive and it helped youth to organise themselves and engaged with the theme, always when we had courses we saw that the youth participated through their organisation, in groups, and this was important for us.

*How important is youth employment?*

It has the potential to resolve the employment problem in the country, much of formal employment is in construction, it has grown much in the last few years, there is a lot of construction in the country.

*Do you think the Project has contributed to capacitating youth?*

There is a big problem with experience, with capacity of youth. They leave school without experience, they do not know how to organise themselves, they go from school into the informal sector... In the (ILO) trainings they learned the importance of organising themselves. This was very important.

*Do you think that the design of the project and its activities were adequate to respond to the theme of youth employment?*

They were adequate. The big problem of youth is that they may form themselves into organisations but they face difficulties in the business plans because they need to get start-up capital in order to being operations, and they don't have such capital. Start-up capital is most important and we need to find a manner to finance youth projects.

*What difficulties were faced in the implementation of the Project?*

The difficulties we faced was with the number of participants we managed to recruit, we did few trainings compared to the demand, there was many more inscriptions than there were trainings. There were only twenty spaces available. But those that did not participate this time around will participate in future trainings.

There was also difficulties in communicating with the youth, some participants were approved but they were not confirmed by GAPI and so more people showed up to the trainings than could be accommodated

We participated in the (SIYCB) training of trainers and we should be delivering our first trainings in two weeks, but the department was not organised to give these classes because of costs, although they are in favour. The department wants to continue working with youth. We could perhaps help to introduce these courses in schools.

*Do you think that this Project has increased the capacity of Mozambique to respond to the problem of youth unemployment?*

Yes, it has increased capacity.

*What were your impressions on the management of the Project?*

The Project was well coordinated, what was very important for us was that youth would organise themselves in order to do business. Youth benefit and enjoy work ('Gozan del trabajo') but they don't think of organisation, a business needs to grow and for this they need to be organised (cooperative) The most important thing of this Program was that it helped them organise themselves as businesses. They understand that they need to grow and this needs planning, preparation: work is short-term thinking, business is not work and it needs organisation.

## Annex 2: Material reviewed

### Reports from the Project Coordinator

<i>Name of file</i>	<i>Document Type</i>	<i>Date</i>	<i>Notes</i>
March 30 finalMinuta_de_C omite_Tecnico_E mprego_juvenil[1 ].doc	Minutes of the Technical Committee	March 30 2010	No total participaram 13 pessoas, das quais três representantes do Ministério do Trabalho (MITRAB/INEFP), dois da OTM, uma da CTA, dois da OIT, uma do Ministério da Obra Publica e Habitação, uma do Ministério do Turismo, uma do Ministério da Juventude e Desporto e duas da CONSILMO (Ver anexo 2)  informou todos os presentes sobre as actividades implementadas entre Dezembro 2009 e Março 2010 e as actividades a desenvolver até o fim do projecto (Junho 2010)
ACTIVIDADES DO PROJECTO EMPREGO JUVENIL.ppt	PowerPoint presentation for March 2010 Technical committee meeting	29 March 2010	Mention of activities to date mention activities to be implemented from the end of March, April and May
PPT evaluation.ppt		11 <sup>th</sup> March 2010	Includes Project results organised at the meso, macro and micro levels.
Gaia.ppt	PPT used at ESSOR workshop	11 <sup>th</sup> March 2010	Includes mention of ILO Decent Work Country Program for Mozambique. Different meso and micro level results (to March 2010) Includes lesson learned
december_2009_ CODEV_Gaia_rep ort_final.doc	Progress Report	December 2009	CODEV Progress report submitted December 2009. Includes discussion on the indicators of achievement reached by the Project.
December 09 finalMinuta_de_C omite_Tecnico_E mprego_juvenil[1	Minutes of the Technical Committee	3rd December 2009	reunião do comité técnico no dia 3 de Dezembro de 2009 com o principal objectivo de relatar sobre as actividades implementadas desde Junho 2008 até Dezembro 2009,

] .doc			estiveram presentes representantes de Inhambane (nomeadamente o Delegado do INEFP e os dois jovens das 2 organizações de jovens escolhidas (As associações VIDAS e WONELELA fizeram a apresentação (Inhambane)). No total participaram 11 pessoas, das quais dois representantes do Ministério do Trabalho (MITRAB/INEFP), dois da OTM, dois da CTA, dois da OIT, uma do Ministério da Obra Publica e Habitação e um representante da Gapi. Após o fim da reunião os membros do Comité Técnico foram a visitar o projecto de Maputo da organização IVERCA.
relatorio do progresso Decembro.doc	December 2009 Progress report (in Portuguese )	Jun 2008 to December 2009	1. Objectivos do projecto 2. Resultados esperados, outcomes e impacto do projecto 3. Indicadores de alcance 4. Actividades implementadas e resultados/indicadores alcançados (Junho - Dezembro 2008) 5. Actividades implementadas e resultados/indicadores alcançados (Janeiro - Dezembro 09) 6. Relatório financeiro
Technical_committee_Progress_report_ILO.doc	December 2009 Progress report (in English)	Jun 2008 to September 2009	1. Background and justification of the project 2. Expected project outputs, outcomes and lasting impact 3. Target groups 4. Priority industries 5. Target provinces 6. Intervention strategy 7. Indicators of achievement 8. Activities carried out during June to December 08 9. Activities carried out from January to March 09 10. Activities carried out from April to September 2009
finalMinuta_de_Comite_Tecnico_Emprego_juvenil[1] .doc	Minutes of the Technical Committee meeting	22 September 2009	Presentation of project results: Result 1.1) achieved Result 1.2) ongoing Result 2.1 & 3.2) Labour market studies being finalised Result 2.4) TOT for tourism sector - ongoing Result 3.1 & 3.3) TOT in Construction - ongoing Result 1.4) 5 youth organisations identified and supported with challenge fund money Result 2.2 & 2.3) youth benefiting from internships –ongoing
relatorio do progresso April-Setembro.doc	Progress Report	April to September 2009	Includes marked scorecard  Resultados/indicadores alcançados através das actividades realizadas
abril 09 FINAL Abril Minuta_de_Comite_Tecnico_Emprego_juvenil.doc	Minutes of the Technical Committee meeting	21 April 2009	apresentação e avaliação do relatório de progresso de Dezembro 2008 a Abril de 2009; observações gerais do esboço de estudos 1) barreiras ao desenvolvimento de pequenas Empresas, 2) estudo sobre o mercado de serviços de desenvolvimento empresarial; Apresentação e discussão sobre os dois fundos competitivos para financiar esquemas inovativo de emprego; apresentação/debate e validação das actividades a serem implementadas entre Maio e Agosto 2009

Dec.08 Mar+ºo 09progress_report_YE_Vs_PORTUGUES.doc	Progress report	December 2008 to March 2009	Includes unmarked scorecard  Resultados/indicadores alcançados através das actividades realizadas
Inception Report English – Copy.doc	Inception Progress report (English)	June to December 2008	Progress Report : “Youth Employment” promotion project - June to December 08  Includes outcomes and indicators of achievement
Minuta Comité técnico Novembro 08.doc	Workshop with MOL	26th November 2008	Minuta do seminário de avaliação das actividades de 2008 e planificação das actividades de 2009  sob pedido da Directora Geral do INEFP. Includes the signing of the Termo de Referência (TdR) do Comité Técnico do projecto  coordenadora ressaltou que nesta reunião o INEFP propôs de aumentar o fundo competitivo para financiar esquema inovativo de emprego para jovens previsto para ser de 50.000 USD e de cancelar duas actividades relativas a formação de 4 organizações de jovens sobre capacidade de liderança.
Emprego Juvenil 26.11.08.ppt	PPT. For validation of structure of the Project	June - November 2008	Finalised project format: Includes activities at Preliminary stage
160908_RELATORIO_Vs_PORTUGUES_FINAL.doc	Inception Progress report (portuguese)	September 2008	Relatório inicial do projecto “Emprego Juvenil” Financiado pela Alemanha
1.minuta do seminário.doc  PLANO DE TRABALHO VALIDADO PELOS CONSTITUTES DA OIT.xls  monitoria indicadores validado.xls	Project validation workshop September 16 2009	September 16 2008	O plano de trabalho e o sistema de monitoria foram aprovados pelos constituintes da OIT e, após a introdução das mudanças acordadas, serão considerados como finais, e servirão de instrumentos para a implementação e a monitoria do projecto.
youth employment sprout mozambique 021007 final.doc	Project SPROUT - Youth Employment – Mozambique	November 2007	Original project outline for Mozambique, November 2007.

### Consultant Reports

[Name].doc	Title	Document Type	Notes
Inh_Turcons_H_Inhamb_final.doc	Training in Tourism in Inhambane  Host: Hotel Inhambane	Case study: Tomás, Delfina & Yolanda	Training of Entrepreneurs: Hotel Inhambane Case studies of one staff member and two unemployed youth trained by the Trainer Afssia Vira. Participants considered length of training too short
Inh_Turcons_H_OndasdoMar_Final.doc	Training in Tourism in Inhambane  Host: Ondas do Mar/Barra Lodge	Case study	Training of Entrepreneurs: Barra lodge had two staff trained in the TOT. These trainings were given to staff and unemployed. Participants consider considered length of training too short. Also recommended English module and that 50% of time spent on the job trainings.
(Hard Copy only)	Training in Tourism in Maputo Host: Hotel Southern Sun	Case study: Telma Tembe	Training of Entrepreneurs: Hotel had a staff member trained in the TOT and subsequently organised in house training for 7 staff members Recommended more practical exercises, “as unemployed participants had never served a glass for the guests and so it’s not easy for them to follow the fast rhythm of the trainings. need for English
YE_Turconsult_Ilha.doc	Training on Tourism in Island of Mozambique  (The TOT revealed that participants did not possess the required basic technical skills to replicate successfully the training afterwards in their own establishment. In order to provide the future trainers with necessary technical skills related to their area, ILO decided to send 2 trainers from Maputo’s 5 star hotel Avenida to “Ilha” for one week to have one-on-one sessions on technical subjects with 12 future trainers of “Ilha”.)	Case Study  <i>Note:</i> funded through the UN Joint Project	Turconsult provided an initial Training of Trainers (TOT) for 12 staff members of different hotels and Guest Houses in Ilha de Mozambique in April 2010.  Participants emphasised desire for practical training: Instead of dedicating one day to “reception”, the training should take at least one week with at least 50% of the time dedicated to practical exercises.
Inh_Turcons_Pedro.doc	Training on Tourism in Inhambane	Case study: Pedro Gonzalves	Unemployed participant to the training of entrepreneurs organised by Hotel Inhambane; considers the certificate obtained during trainings enabled him to secure a new job at “Café d’Hotel”
YE_Inh_Turcons_Ismael.doc	Training on Tourism in Inhambane	Case study: Ismael Ussene	Unemployed participant to the training of entrepreneurs organised by Hotel Inhambane;

			considers the certificate obtained during trainings enabled him to secure a new job a “Casa Capitão”
YE_MAP_IVERCA –	IVERCA Challenge fund project in Barrio Mafalala, Maputo	Cast study	<p>Case study of IVERCA youth association in Maputo</p> <p>“tourist guide” training provided by IVERCA in August 2009, 2 months course where 22 members received a certificate of INEFP (National Institute for Employment and Professional Training) as official Guide.</p> <p>10 youth participated in 2 courses provided by IVERCA Handicraft training took place in December 2009 during 2 months and the “gastronomy” course took place in March 2010 during one month.</p>
Inh_GAPI_Dercio.doc	participant to the GAPI delivered SIYCB trainings	Case Study: Dercio	Participant of 5 day SIYCB (Start and Manage your construction business) Together with 2 other colleagues decided to form a company immediately afterwards.
YU_Map_GAPI_Amaço (2)	participant to the GAPI delivered SIYCB trainings December 2009	Case Study: Amaço Paolo Ernesto Licomba	<p>Construction business in Maputo Participant to SIYCB trainings:</p> <p>He is trying to obtain a license to allow his business to participate in tendering procedures, the cost and bureaucracy of which is very high (according to Amoço it costs about 650 USD to obtain a license).</p>
YE_Inh_Vidas_aida.doc	ViDAS Challenge fund project in Inhambane	Case Study : Aida Augusto	<p>Aida Augusto participated in SIYCB trainings and received a grant from the Challenge fund to expand her carpentry business.</p> <p>Her business has grown and income increase by approx 150USD a month.</p> <p>She highlighted further need for training on how to manage a business.</p>
YE_Inh_Vidas_felizberto.doc	ViDAS Challenge fund project in Inhambane	Case Study : Felizberto Mateus	Felizberto Mateus participated in SIYCB trainings August 2009 and received a grant of about 100 USD worth of material.
YE_Inh_Vidas_lucrencio.doc	ViDAS Challenge fund project in Inhambane	Case Study : Lucrencio Fernando	Lucrencio Fernando participated in SIYCB trainings August 2009 and received a grant of about 100 USD worth of material.
YE_NAMP_ADJUMO. Doc	ADJUMO Challenge fund project in Nampula	Case Study :	ADJUMO itself established a partnership with INEFP to support the implementation of their project that consists out of providing professional training in the area of construction and plumbing followed by a professional traineeship. 7 members chose to be trained in “Plumbing” and training took 2 months from April to May in 2009. INEFP pays the supervisors to ensure sufficient dedication in supervision.
YE_NAM_GAPI_	SIYCB Trainings to ADJUMO	Case study:	Mercia participated along with two colleague in

Mercia.doc	youth organisation members in Nampula	Mercia Teresa Joaquim	<p>the 5 day SIYCB training organized by GAPI in December 2009 in Nampula</p> <p>She recommends ILO to extend the duration of the trainings as 5 days is very short for assimilating the many topics presented.</p> <p>Mercia hopes that her business will be growing in the future and that she can register her company. She points out that at the moment it is still too expensive for her to register officially her business.</p>
YE_MAP_ATEMP_Bruno&Fernando.doc	<p>ATEMP Challenge fund project in Maputo</p> <p>Atemp members received a 3 month internship with the Municipal Council of Maputo where they were responsible for supervision and inspection of different public works, they graduated in 2009 as technicians in the construction of roads and bridges.</p>	Case study: Bruno Agostinho dos Santos, Fernando da Concessão	Bruno and Fernando were hired by a construction company straight afterwards. They earned US\$ 60 USD a month during the traineeship and about US\$ 200 at the company. They quit this job after 3 months due to unhappiness with working conditions and they plan on starting their own business with other ATEMP graduates.
YE_MAP_ATEMP_Ines_final.doc	ATEMP Challenge fund project in Maputo	Case study: Inés Ricardo Tchauque	<p>Inés graduated as a technician from the 3 month internship she did through the ATEMP challenge fund project</p> <p>After the internship she stayed at the municipal council for two additional months working on a specific project. She then gained employment with the firm “CCH Construções” and is responsible for a construction project in the center of Maputo. She is very satisfied as earns about 450 USD a month</p>
(hard copy)	<p>Report on the technical formations. Hotel and Restaurant: Nampula Province, City of Ilha de Moçambique</p> <p>Trainer: Maura Rodrigues da Silva</p>	17 May to 21 May 2010	<p>Capacity training delivered to 16 people during 4 days of training</p> <p>Trainings done with staff of two restaurants, includes practical training in kitchen</p>
report Ilha de M...doc	Report on the technical formations. Hotel and Restaurant: Nampula	29 March to 02 April 2010	5 days TOT training in Tourism delivered by Turconsut to 12 people (7 men and 5 women) representing 11 tourist enterprises.

	Province, City of Ilha de Moçambique  Trainer: Clara Rodrigues		
Relatorio Ilha de Moc. Maio Marcia.pdf	Report on the technical formations. Hotel and Restaurant: Nampula Province, City of Ilha de Moçambique  Trainer: Marcia Simbine	19 May to 21 May 2010	Capacity trainings by Turconsut in the area of tourism for 4 guest houses, 7 participants
Relatorio do Curso TOE Mpt 10a14 Maio 10.doc	GAPI - Report of the Start and Improve Your Construction Business training in Maputo	10-14 May 2010	Trainings held between the 10 to 14 May at the Hotel Tivoli in Maputo to 18 participants, of which four were female  Trainings were delivered by José Manuel Coutinho and Beatriz Massuanganhe, who were capacitated in the 2009 TOT Trainings. These courses served to certify these trainers
Relatorio_dos_Cursos_Npl_Ibane_Mapt__S_fotos	GAPI - Report of the Start and Improve Your Construction Business training in Maputo, Inhambane, Nampula	December 2009	After the TOT in Inhambane, September 2009 three workshops on SIYCB were delivered in the three pilot region. A total of 48 entrepreneurs were trained in the three provinces, of which only 4 were women: "The frail participation of women is due to their weak presence in the civil construction sector." Includes HIV AIDS awareness training
RELAT+ôRIO acompanhamento 1.doc	GAPI – Monitoring Report of SIYCB trainers	February 2010	Report of coaching of participants to the TOT on SIYCB of 21 September-2 October 2009 in Inhambane. This involved 17 participants representing 9 institutions, including GAPI
(Hard copy only)	Relatório de acompanhamento aos formadores do programa comece e desenvolva o seu negócio de construção:  Avaliação dos potenciais formadores do CDSNC  Maputo, May 2010	October 2009	Evaluation report of four participants to the TOT trainings of 21 September-2 October 2009 in Inhambane.  The report pertains to four potential trainers working for three institutions, 2 from INEFP, 1 from Ministry of Public Works, 1 from Ministry of Planning. And from two regions, Maputo and Inhambane
SIYCB_TRAINING_OF_TRAINERS_REPORT.pdf	SIYCB TRAINING OF TRAINERS REPORT INHAMBANE, 19 September 2009 to 2 October 2009  Master Trainer – Adolfo		Report of the Training of Trainers workshop in INHAMBANE,  9 organizations, including technical committee members and youth organisation, were selected for the implementation of the SIYCB program from each of the three pilot provinces, Maputo,



	Adriano Muholove		Inhambane and Nampula. In total 19 participants attended the TOT (including two co-trainers) Among the 17 participants 16 were men and 1 woman.
nampula Relat+ôrio...doc	Turconsult Report: Training of Trainers. Hotel and Restaurant: Nampula  Master Trainer-Clara Rodrigues	05 April to 09 April 2010	Training of trainers for the hotel and restaurant sector Of the 11 participants expected only 6 showed up, with one of these only attending the first two days.
Relat+ôrio Maputo...pdf	Turconsult Report: Training of Trainers. Hotel and Restaurant: Maputo  Master Trainer-Clara Rodrigues	17to 21 August 2009	Training of trainers for the hotel and restaurant sector 13 trainers trained (6 men 7 women) 9 out of 10 participant enterprises were hotels from the Association of Hotels in the South (AHSM: Employers organisation members). The 10 <sup>th</sup> was a restaurant from outside Maputo
RELAT+ôRIO final Maputo...pdf	Final Report Trainings in Hotel and Restaurantation in Mozambique: 2009  Clara Rodrigues	Covers 2009	Provides data on the participants to training of trainers and of the subsequent technical trainers that participating enterprises organised in their venue for staff and unemployed members. Includes gender breakdown and Recommendations and lessons learned p,24-25
Relat+ôrio Inhambane...pdf	Turconsult Report: Training of Trainers. Hotel and Restaurant: Inhambane  Master Trainer-Clara Rodrigues	19 to 23 October 2009	10 men and 6 women participated Participants were staff from 6 different lodges in Inhambane region, plus 2 staff from INEFP
(Hard copy only)	Francesca Pastorelli: "Challenge Fund: Final Report September 2009 – May 2010"	September 2009 to May 2010	Includes lessons learned and best practice examples of each.