



Evaluation Summaries

Promotion of youth employment in Mozambique Final Joint Evaluation

Quick Facts

Countries: *Mozambique*

Final Evaluation: *Dec 2011*

Mode of Evaluation: *independent*

Technical Area: *Employment*

Evaluation Management: *Joint evaluation with the United Nations*

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Project Code: *MOZ/08/51/OUF*

Donor: *UN (US\$ 751,800)*

Keywords: *Employment creation, youth employment*

Background & Context

Summary of the project purpose, logic and structure

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 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 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 an overview of the chronological development of the Project. The Project Coordinator for the German funded Youth Employment Promotion project was appointed from the 1st 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.

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 2008². A work plan³ 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.

Recommendations & Lessons Learned

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 years’ 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.

beneficiaries, more that the Project aimed to achieved.

- 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 years' 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.

Important 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