

YOUTH:WORK MOZAMBIQUE
Cooperative Agreement N° AID-656-LA-12-00001

Quarterly Performance Report
October 1st – December 31th, 2012

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Table of Contents

I. PROGRAM BACKGROUND	1
II. KEY ACTIVITIES/RESULTS FOR THIS QUARTER.....	2
1. Rapid Labor Market Assessment in Pemba (October 6-25)	2
2. IICP Proposal Finalization and Due Diligence Review	6
3. Assessment of Partner Options in Pemba	8
4. Other Key Findings.....	8
5. Trip to Maputo (December 6-7, 2012).....	9
6. Progress on Management Restructuring and Project Redesign	10
III. KEY ACTIVITIES PLANNED FOR NEXT QUARTER.....	11
IV. SUMMARY OF INDICATORS (M&E Plan)	11
ANNEX 1: LABOR MARKET ASSESSMENT REPORT	12
ANNEX 2: POTENTIAL PARTNER ANALYSIS TABLE	24

I. PROGRAM BACKGROUND

Youth:Work Mozambique (Y:W Moz) is a partnership between IYF and USAID/Mozambique under IYF's Youth:Work, Leader with Associates Award. With a start date of January 1, 2012, this three-year US\$1.2 million PEPFAR project aims to improve livelihood opportunities for highly vulnerable in- and out of school youth and members of their household.

Per the agreement, the objectives of the program are to:

- Strengthen the employability and entrepreneurship skills of youth and ensure that these skills are aligned with labor market demands so that youth are well equipped for employment opportunities;
- Strengthen the life skills of vulnerable youth through training, particularly related to HIV prevention and adolescent reproductive health; and
- Improve collaboration and build local capacity through alliances, partnerships, and exchanges among training institutes, youth-serving organizations and the private sector.

The target group includes orphans and vulnerable children (OVC) between the ages of 15 and 18, youth under 24 years of age living with HIV and receiving anti-retroviral treatment (ART), and their household members (under the age of 24) who are caregivers/provide economic support.

Due to the extremely vulnerable nature of this group, IYF will carefully design the program activities to properly address the needs of the target population, the needs of the labor market, be effective and ensure activities lead to successful outcomes. Hence, the program will be implemented in two phases:

- **Phase 1** will focus on establishing and piloting a model. This will be done by identifying partner(s) and assessing their capacity; reviewing existing training programs; developing a training model and linkage services; adapting and integrating curricula; engaging key stakeholders from the private and public sectors; and piloting training activities in select locations.
- **Phase 2** will focus on expanding the pilot activities; integrating entrepreneurship activities; operationalizing the stakeholder alliance; sharing lessons learned and documenting the Y:W Moz model; and evaluating activities.

As a result of this program, youth will not only engage in sustainable livelihoods activities, but they will be less likely to engage in risk-taking behaviors and more likely to take measures to protect their health. To support this program, Y:W Moz will create partnerships/alliances among public, private and non-profit sectors in order to involve them in the project, maximize resources and add value to youth employability interventions in Mozambique.

While the original focus of the program was vocational training centered on the tourism sector in Cabo Delgado (CD) and beginning in Pemba, the activities of the first year demonstrated a need to make a geographic and programmatic change in order to have an effective, wide-reaching livelihood program that best meets the needs of Y:W Mozambique's target population. Activities in the first quarter of project year 2 (2013) will focus on program redesign and identifying new geographic targets.

II. KEY ACTIVITIES/RESULTS FOR THIS QUARTER

During the quarter, IYF staff conducted two trips to Mozambique. As a result of the trips, and after extensive consultation with USAID, it was agreed that the Youth:Work Moz program would move from CD, explore more access to livelihood activities outside traditional vocational training, and move forward in a rapid start-up mode with a revised approach. The key activities from both trips, as well as other major activities for the quarter, are summarized below:

1. Rapid Labor Market Assessment in Pemba (October 6-25)

Samantha Watson, Program Manager, traveled to Pemba to conduct a rapid labor market assessment, finalize discussions proposal development with a potential local partner (IICP), and assess potential new partner opportunities. The survey was implemented through interviews with private sector stakeholders in three economic sectors, as well as with other key informants. The full labor market report, including stakeholders interviewed, can be found at Annex 1. Key findings by economic sector are highlighted in Box 1 below, and a summary of overarching findings follows.

Economy Wide Trends

The assessment found a major shift within the local economy, as planned government infrastructure investments to support the tourism sector have been abandoned and new natural resources have been found. The result has been more job creation in the extractive sector than the hospitality sector (the original focus of Y:W Moz). Across the board, there was agreement that the bulk of new jobs in Pemba's economy will come from the gas industry and related construction, transport and logistics, and tourism. However caveats exist; tourism is not expected to be what it would be economically without the infrastructure investments and the bulk of job creation around extractive industries is located in other cities of CD and is high skill or short-term in nature. The assessment examined sector specific job growth and skills needs, as well as opportunities and challenges businesses and labor face.

Opportunities for Business and Labor in Pemba

- *Job Creation:* The assessment showed that the gas industry is likely to create 10,000 construction jobs over the next three years, but then revert to an operational staff made up of 2000 employees of the highest skill levels. Likewise growth in tourism is expected to be roughly 2000 new jobs over the next 2-3 years.

- *Investment:* The extractive industry is investing in local infrastructure to suit their needs, including roads to the housing complexes for their staff, housing itself, and the like. While not the same coverage as a government infrastructure program, neighboring communities and businesses will experience some benefit.
- *Business Opportunities:* Large companies and government informants interviewed indicated a large need for all sorts of small and medium enterprises that larger operations can link with. Entrepreneurs with business sense and capital or financing could do well in this market.
- *Training:* Mozambique is in the process of building and restructuring their vocational training systems. The local training schools have had infrastructure investment and are trying out newly designed government curricula. However, the capacity to implement new curricula is very limited, especially in Pemba. At the same time the multinational companies are conducting some CSR focused on improving training programs related to their workforce development needs. Much of this CSR investment is being channeled to higher priority regions.

Challenges for Business and Labor in Pemba

- *Shifting Economy:* The extractive industry in CD is becoming a leading sector as investments in tourism are lagging behind. The gas sector has created a lot of business, particularly in tourism with the use of hotels, restaurants, and transport for staff. However, the private sector is hedging bets on whether the high volumes of hotel and related business will remain post-construction phase. While it is clear the economy is changing from the extractive industry and related business development, it is unclear how local business can best adapt or what labor demand will be.
- *Infrastructure:* Under the *Arco Norte* program and before the discovery of gas, infrastructure investments to support tourism in CD were promised. However, these investments have not materialized. While some investments have been oriented toward the extractive industries, a huge infrastructure deficit remains and greatly constrains business. Continued orientation toward the gas sector is expected for any government investment going forward.
- *Workforce:* CD has the lowest net primary education rate (62.1%¹) and the highest illiteracy rates (66.6%²) in Mozambique. The lack of formal education and the inability to read and write proficiently pose major challenges to workforce integration for the youth of CD. Another barrier is the culture of work in the province, as the local population has been mostly engaged in subsistence self-employment and ad hoc livelihoods efforts, rather than steady, reliable employment.

Private sector informants identified various skills deficits in the labor economy, including: life skills and work ethic; language skills (Portuguese at a minimum, with English highly preferred); computer skills; customer service/office adminis-

¹ http://web.undp.org/africa/documents/mdg/mozambique_september2010.pdf

² <http://diariomoz.com/index.php/sociedade/753-cabo-delgado-lidera-taxa-de-analfabetismo-no-pais>

tration; and management. Managers and Government all agreed they needed assistance and skill building for management of local firms.

- **Costs:** Due to myriad factors, including poor infrastructure and geographic location, most things are costly to transport to and purchase in Pemba. The growing extractive industry has contributed to high cost structures, as these companies generally pay more for services and purchase in bulk--thus creating scarcity in the market for other buyers. Business indicated a sense of defeat on being able to compete with neighboring provinces, Tanzania, and South Africa, especially for tourism.

In sum, the overarching themes show slow but forward progress, with some formidable challenges remaining. One of the primary challenges will be to include local residents in the province's growth. As the extractive industry draws human resources from around the country, Cabo Delgadians will have trouble competing with other Mozambicans due to the low literacy and poor work culture. The opportunities and challenges by sector are summarized below:

Box 1: Key Labor Market Findings by Sector

Tourism Sector Overview

- **Expected Job Growth:** The Department of Tourism estimates the sector employs 12,000 people in CD with a 7% annual growth rate, approximately 840-1,000 jobs annually
- **Key Positions:** Reception, Cleaning and Laundry, Maintenance, Kitchen, Restaurant and Bar
- **Skills Sets Required:** Customer Service, Portuguese minimum with English preferred, ICT
- **Key Findings:** Slow growth, oriented toward business tourism and long-term apartment rentals. High costs price Pemba business to high-end tourism, quality does not match, and linkage businesses need no exists. Gas sector indicated their usage of hotels, etc will greatly decrease in the medium term

Gas Sector Overview

- **Expected Job Growth:** 2000 operational jobs, including contractors, after construction. Other jobs highlighted in Construction
- **Key Positions:** Engineers and highly skilled jobs
- **Skills Sets Required:** High Level Technical Skills, Safety Training, Portuguese minimum with English preferred, ICT
- **Key Findings:** Often require specific providers for training, even at low-skill levels. Job creation over long-term very low and highly skilled. Interested in building up local workforce, and may invest in it.

Construction Sector Overview

- **Expected Job Growth:** 10,000+ over next 3 years (10,000 for gas, more for other construction). CD numbers.
- **Key Positions:** Electricians, Carpenters, Plumbers are top priority, but all construction posts needed. Contract and temporary jobs.
- **Skills Sets Required:** Safety Training, Portuguese minimum with English preferred, ICT, Customer Service
- **Key Findings:** Much of construction is done by private individual/companies hiring a few workers to build. When construction companies are involved, they often have traveling teams. Work is contract base and short-term in nature, self-employment skills required.

Given the Department of Tourism's estimates of 840-1,000 new jobs annually, job growth for the entire province over the life-of-project could be less than the target of 2,000 trainees under Y:W Moz. This would require that **100 percent** of project

participants be placed in tourism jobs or create tourism enterprises – highly unlikely even in optimal conditions, but particularly difficult given the vulnerability of OVCs.

Vocational Training Landscape

As part of its assessment process in Pemba, IYF analyzed the efforts and major players in vocational training. It is important to note that all private companies interviewed reported comprehensive in-house training of their own staff, suggesting that vocational schools are not yet producing qualified candidates for the labor market. The following major players in the provision of vocational training were identified:

- Government: PIREP, MinEd, INEFP, Other Ministries
- NGO: Progresso in Niassa, UPA in Maputo, ESSOR (French), NGO in Beira, ANJE
- Private Sector: Proserv, CBE, Internal staff training programs

Under the Technical and Vocational Education Reform Project (PIREP), Mozambique is in the process of restructuring its entire vocational training system. PIREP is overseeing the reform and works through the Ministry of Education (MinEd) and the National Institute for Employment and Vocational Training (INEFP).³ PIREP has focused on developing quality curricula with private sector input that meets labor market needs. The efforts have informed and resulted in 41 new qualifications being developed and accredited. Box 3 outlines PIREP’s expressed areas of interest should Y:W Moz decide to collaborate with the larger reform.

The significant funding level, number of actors, and long-term goals around PIREP reforms suggest that the relatively small-scale of Y:W Moz would have little effect on the overall efforts. As can be noted in Box 3, PIREP did not prioritize integration of harder to train populations, namely OVCs or HIV-infected youth. Thus building

Box 3: PIREP Collaboration Interests

Major Areas of Concern:

- Attendance
- Retention
- Self-Employment/Entrepreneurship
- Many jobs trained for, especially related to Oil/Gas/Mining will have time limits. Trainees need to know how to move beyond the initial job to self-employment or job seeking.

Priority Geographic Areas:

- Tete: Institute not functioning well
- Nampula: Nacala (In Nampula Province), priority but no technical schools.
- CD: There is a committee working on an Institute focused on Gas and Mining in Palma. Macomia is the interim spot for this. Need to focus on training for the logistics industry supporting gas and mining.

Types of Collaborations:

- Life Skills Curriculum Development or Adaptation
- Short-term Course Development, preference for working through INEFP

³ Long-term coursework was initially envisioned to be part of the MinEd Provincial vocational institutes mandate, while short-term coursework was to be implemented at INEFP centers. However in each province one of the two bodies is a bit stronger than the other, and has started providing both types of courses. For example in Pemba, IICP is now starting a short term course in for electricians.

local capacity outside of traditional vocational training programs would be the most effective means for IYF to complement the ongoing PIREP reforms. The challenges of partnering with IICP, a PIREP institute in Pemba, are outlined in section 3 below.

2. IICP Proposal Finalization and Due Diligence Review

Instituto Industrial e Comercial de Pemba (IICP) is a government training institute under the Ministry of Education. IICP has three vocational tracks – Tourism, Finance and Management, and Industrial – and underwent major renovations through PIREP. IICP was the only potential partner organization identified in Pemba during IYF’s extensive solicitation process in 2012.

A major aim of the October trip was to address remaining issues on the project proposal, further assess IICP’s capacities in specific areas, and gather further information/documentation for compliance with USAID and IYF’s due diligence requirements. While significant work had been done on the proposal by the Technical Advisor prior to his departure, some key aspects needed to be finalized. A total of six working sessions were conducted during this trip with the IICP Director, Pedagogical Manager for Tourism, Finances/Administration staff person, and Chief Financial Officer. Hereafter is a summary of the main issues, findings and conclusions:

Table 2: IICP Assessment

	Strengths	Weaknesses
Autonomy	-Encouraged to take on projects outside of Ministry of Education (MinEd).	-MinEd projects are priority and can override IICP individual projects. -IICP seems unclear about what Min Ed resources (staff, paper, etc) they can use on other projects.
Financial Systems		-Weak Document Security -Use of Manual Ledgers -Incomplete Employee Files -Failure to keep governing policy document on hand and available for reference. -Centralized government system provides most of the checks and balances, and would not oversee the IYF project implementation
Capacity	-Existing curricula developed under the PIREP reforms with private sector input.	-Zero knowledge of USAID Rules and Regulations -Poor attendance and retention of students. -Poor planning mechanisms, committed to training 600 students when in fact they only could train 480.
Leadership and Staffing		-Lack strategic vision. -Leadership and staff don’t see the benefits of participating in the project and repeatedly ask for salary subsidies, training opportunities and international travel.
Infrastructure	-New building with fully equipped labs and plenty of classrooms.	-Kitchen facilities used to prepare for celebrations and not cleaned up afterwards; does not appear to meet basic food safety and sanitation standards for hospitality industry.

- *Financial and Compliance Risks*

Based on the financial and due diligence review, IICP was deemed a high-risk organization both in terms of regulation compliance and financial management system. One of the major concerns was that while IICP had a centralized government system that provides most of the checks and balances, Y:W Moz would not be part of nor benefit from this established and audited system. Other issues also included lack of strong administrative system and use of manual ledgers, as opposed to electronic and secure systems. While close monitoring and strong systems can be put in place and capacity built in this area to guard against the risks, it would require significant support, financial resources and follow-up which will not be cost-effective given the budget allocation.

- *Autonomy and Capacity*

IICP receives direction from the Ministry of Education. While they are allowed to seek out other programs to supplement their budget and increase their programming, the MinEd and PIREP activities take priority. IICP was unclear on the level of flexibility they have to use MinEd staff and resources, and appeared reluctant to clarify this issue. Once they followed up with the Ministry, they did receive support from them in terms of covering staff time to work on this project.

One concern is the capacity of IICP to implement several training programs at the same time. According to Anadarko, they had been in discussions with PIREP at the central level, to have IICP implement a major training initiative over the next 1-2 years. This was an initiative IICP's Director in CD either did not disclose or was unaware of. Should IICP embark on this initiative, which seems likely, it would stretch IICP's resources and infrastructure and displace all other programming -- seriously jeopardizing their ability to effectively implement the Y:W Moz project.

While IICP has good infrastructure - including a spacious building, practical labs for training, and numerous rooms - the management of the infrastructure is poor and inefficient. IICP has various training curricula and ideas for IT and English training are well elaborated. The life skills curriculum has good information, but does not include lesson plans. It was also clear that teacher training in participatory methodologies would be critical to ensure the quality of the training. In an interview, PIREP lamented that IICP has a beautiful facility in Pemba but cannot keep the courses filled. While he noted that it might be a marketing problem, it was his assessment, as well as that of the Director of IICP, that students did not like the courses. This may also explain in part the high level of absenteeism among their students.

Another concern was IICP's ability to plan for the future. In its proposal, IICP committed to train 600 students over 18 months. However, upon probing, they were not sure they could train this number of youth, and were counting on some of their regular classes being canceled due to under-enrollment. Should this not be the case,

they would only be able to train 480 students and the project could not start prior to March 2013 (due to lack of space).

During discussions, it was clear that IICP was having difficulties in adapting to the new reforms and determining the courses they will offer, the demand for these courses, and how to implement the new curricula. This requires a strategic vision and an overall plan. While IICP ultimately saw the strategic benefit from a project with IYF, several discussions related to the budget and funding of staff in particular were challenging. They were clearly looking at Y:W Moz to provide as much equipment as possible and some of the budget items were unacceptable.

Based on these factors, both internal and external to IICP, IYF made the decision not to move forward with this partnership. Nevertheless, the proposal development process was an important effort and helped build the capacity of IICP staff in this critical area. In addition, they now have a proposal that they can tweak and submit to other donors. One such possibility would be for IICP to present a modified proposal to FUNDEC for possible implementation.

3. Assessment of Partner Options in Pemba

Although IICP was the strongest partner identified, the challenges outlined above warranted another review of the local landscape to verify that no other viable potential partnerships were excluded. Thus, the Project Manager conducted a review during the October trip. Nine organizations, including IICP, were contacted and evaluated (see Annex 2). While CPRD and ISCTAC showed some promise, concerns included: their capacity to train significant numbers of youth (i.e. more than the 480 from IICP) was highly unlikely; there was limited opportunity for scale; and the proposal development process would require some time given their capacities, and could yield similar results from a due diligence perspective.

4. Other Key Findings

- *Target Population*

The assessment indicated that CD has 10% HIV prevalence rate and smaller populations of OVCs than other provinces. Civil society capacity is extremely low in comparison to other provinces, while costs are quite high. IYF recommends working in province(s) where the population of OVC and HIV-affected youth is sufficient to identify a pool of potential candidates who meet some basic prerequisites and PEPFAR requirements.

- *Life Skills*

As noted in the previous report, IYF had conducted a review of existing Life Skills curricula that may be used for this project. The Project Manager was able to finalize her review of UNFPA's two life skills curricula, *Geração Biz* and *Um Solo Currículo*. *Geração Biz* is a peer to peer curricula. While UNFPA indicated that it has been and can be

adapted to classroom settings, no one was able to provide that version. *Um Solo Curriculo* is not yet available in Portuguese and UNFPA noted that they will translate it soon, though the process had been delayed. UNFPA indicated either program would work well for Y:W Moz, but that neither was adapted to focus on our target population. Both are reproductive health programs. As such, they do not include key skills – such as employability skills, decision making, etc. – and would need to be supplemented.

5. Trip to Maputo (December 6-7, 2012)

██████████, Executive Vice President of Programs, and ██████████, Africa Programs Director, spent two days in Maputo to meet with USAID and discuss strategies for moving Y:W Moz forward. Representatives from USAID’s Office of Health/PEPFAR team, Education, Gender and Program Office participated in the meeting. The PEPFAR team informed of the results and recommendations of the PEPFAR program portfolio review which took place in September.

USAID’s key concerns included:

- The lack of coherence in IYF’s management plan, especially the vacancy of the Y:W Country Technical Advisor, which has limited IYF’s ability to interface with USAID, other USAID implementing partners and other key stakeholders on an ongoing basis;
- Delays in finalizing the program approach, selecting a local implementing partner and beginning program activities;
- Lack of data on beneficiaries to report.

IYF agreed to come back to USAID with a revised management plan and to fast-track recruitment of the Y:W Country Technical Advisor. It was further agreed that this position would be based in Maputo rather than Pemba, to facilitate greater interaction with USAID and other key stakeholders, and to assist in revising the program design. USAID agreed to consider a revised program design. As a first step, IYF agreed to send proposed revisions to the Program Description for USAID’s consideration. In addition, IYF agreed to send an IYF Baltimore program team to Mozambique in Q1 2013 to work out the details of the revised program design and begin the process of new partner identification. It was further agreed that IYF would look for 1-2 “quick wins” while undertaking the program design, which could include an intervention in Maputo. Likewise, IYF agreed to coordinate with other USAID implementing partners who could assist in beneficiary identification/referral for employability/livelihoods activities in order to streamline the beneficiary selection process.

In addition, the IYF team met with representatives from FHI-360 and from other donors (GIZ) and the corporate sector (Coca Cola, Vale and Odebrecht) while in Maputo to learn about their priorities and opportunities for future collaboration.

6. Progress on Management Restructuring and Project Redesign

Assessment findings during the quarter and IYF efforts throughout the year demonstrated a mismatch between target population size, project goals, job growth, and local partner capacity in CD. During the December visit, IYF reviewed this situation with USAID. While the Mission understood the efforts made in mobilizing the project as well as the challenges faced, it expressed concern that on-the-ground implementation had not yet begun.

Upon further discussion, IYF and USAID mutually agreed to a program redesign and change in geographic location. IYF understands from other USAID partners and donors that while low capacity is an issue overall, capacity in other locations is generally more robust, operating costs generally lower, and livelihood opportunities more accessible. As agreed during the meeting, the following actions were taken at the end of the quarter in this regard:

- **Revision to Program Description (PD):** IYF proposed revisions to the PD in an email sent to USAID on December 18. Revisions included a geographic refocus – starting with some “quick win” activities around Maputo – as well as a shift in the type of intervention -- from technical skills training to a broader package of livelihoods skills training. The AOTR received IYF’s proposed revisions and indicated that conversations with the Agreement Officer had been initiated. While USAID’s review of the PD has not yet been finalized, a preliminary verbal agreement and indication for IYF to move forward in the new direction was given.
- **Management Plan:** As part of our commitment to get implementation underway and staff appropriately to that end, IYF proposed a new management structure at IYF Baltimore with [REDACTED] taking over as Program Director, a key personnel position. This will consolidate management of the YouthMap and Y:W Moz activities in Mozambique, provide greater programmatic synergies, and create more opportunities for programmatic learning. [REDACTED], Project Director, will provide oversight and also be closely involved in the redesign and rapid implementation phase of Y:W Moz. [REDACTED], Program Manager, dedicates more than half of her time to Y:W Moz, and [REDACTED], Project Coordinator, will provide administrative support to the project.

IYF recognizes the need to move forward quickly on replacing the Technical Advisor as quickly as possible. Job descriptions for a short-term consultant to start immediately and for a long term Technical Advisor were drafted and circulated in December 2012. Candidate qualifications have been reviewed and interviews will take place in early January. More frequent trips of Baltimore staff and the Technical Advisor on the ground should provide sufficient structure to move forward quickly on the new program design.

- ***Request for Letter of Intent:*** IYF has drafted and will circulate in January an open Request for Letters of Intent with the aim of gathering preliminary information on organizations interested in working under the redesign, their capabilities, geographic focus, and proposed type of intervention. The responses will be another assessment measure to the best location(s) and partner(s) to do full examination of for viability.
- ***Coordination with FHI:*** During the December trip, IYF met with FHI to learn more about their programs and based on this meeting, both parties confirmed their interest to explore collaboration and pursue discussions.

III. KEY ACTIVITIES PLANNED FOR NEXT QUARTER

The main activities planned for the first quarter of 2013 will focus on continuing program implementation and program design:

- Hire a consultant and/or Technical Advisor in January-February 2013
- Conduct a field visit to Maputo in late January 2013 with major purposes being:
 - a. Assess potential implementing partners, particularly for “quick win” activities near Maputo
 - b. Further evaluate other potential stakeholders or entities to collaborate with, specifically FHI
 - c. Engage in redesign process with USAID
- Identify most viable potential implementing partners based on Concept Papers to be submitted in late February
- Work with select organizations to develop full proposals by late March and award grant(s) soon thereafter

IV. SUMMARY OF INDICATORS (M&E Plan)

The M&E plan will be rolled out and information tracked once selected partner(s) begins implementation. On November 1, IYF submitted its 2012 Annual Performance Report through DevResults. On November 9, IYF submitted the Expenditure Analysis via PROMIS. As noted in the form, once the training project enrolls youth, IYF will be reporting on the key indicators and providing updates on the overall M&E process.

ANNEX 1: LABOR MARKET ASSESSMENT REPORT

Pemba Economy and Labor: Rapid Labor Market Assessment

Under the Youth:Work Mozambique (Y:W Moz) project, IYF committed to conducting a Dual-Client Assessment of the labor market and youth needs. However, IYF found that many of the factors and assumptions for which Cabo Delgado (CD) had been chosen as an implementation location had encountered major delays or shifts affecting the local labor market. At the same time, IYF had done an extensive youth assessment under the Youth Map program in Mozambique which examined youth needs for the whole of Mozambique. Thus the need for a Rapid Assessment to examine labor market demand for the project's proposed trainings was prioritized and undertaken in October of 2012.

Methodology

With rapid implementation a priority and with the indication labor markets in CD might not absorb youth trained, a snapshot approach was chosen to gain quick understanding of the local context. The assessment focused on the intervention's target industry, tourism. However the extractive industry and construction, both economic sectors of major growth in Cabo Delgado, were also reviewed in the assessment.

The Youth:Work Moz assessment was carried out on-site in Pemba by the Project Manager during from October 8 to 24, with oversight and input from the Project Director. Based on the work of the out-going Technical Advisor and desk research, the largest companies and job suppliers in the all three sectors had been identified for interview. Interviews were conducted six hotels, one construction company, one gas extraction company, and three extractive logistics companies. Relevant government bodies were interviewed as well, including the Department of Labor and Department of Tourism. A detailed list of the 17 stakeholders interviewed may be found at Annex 1.

For the tourism sector, a questionnaire was developed and implemented with 5 of the hotels, Chuiba Palms was not available for a full interview, but did briefly respond to questions for 10 minutes. For all other informants the tourism sector questionnaire formed the basis of questions for the interview, but the form was less structured and more open-ended.

Assessment Overview

Cabo Delgado, situated in the Northern Coast of Mozambique, has the largest illiterate population of the country, with 68.4% of the adult population illiterate. In many parts of the province, for example Palma, Portuguese is not widely spoken, and other dialects dominate as the primary language. At the same time, CD was slated for tourism investments, has been the recipient of FDI in mining and gas, and has an influx of expats and economic growth flowing into it. A number of government officials and business leaders, with a focus on the tourism, construction, and gas sectors, were interviewed to get a current snapshot of the labor economy. There was general consensus on a few trends.

Across the board, there was agreement that new jobs in Pemba's economy will come from the gas industry, construction, transport and logistics, and tourism. Some desk research indicated agriculture and commercial fishing might be growing areas, but the assessment showed that the local focus is currently gas, construction, transport and logistics, and tourism. Because small and medium enterprises (SMEs) and entrepreneurs for industry to link with are lacking in Pemba, the areas of SME development and entrepreneurship were identified as a priority for all. Some challenges highlighted across industries include:

- *Shifting Economy:* The extractive industry in CD is becoming a leading sector as investments in tourism are lagging behind. The gas sector has created a lot of business, particularly in tourism with the use of hotels, restaurants, and transport for staff. However the private sector is hedging bets on whether after the construction phase to set up gas extraction is complete the high volumes of hotel and related business will remain. There is a consensus that the economy is changing with the introduction of the extractive industry and related new business development. It is unclear how local business can best adapt, what sustained business opportunities will emerge, or what labor demand will be. Job opportunities related to gas are expected to spike for a few years and then drastically reduce. In other sectors, job growth is anticipated to be small-scale and slow.
- *Infrastructure:* Under the program of Arco Norte, investments in infrastructure to support tourism in CD were promised before the discovery of gas. However, these investments did not materialize. While some investments have been oriented toward the extractive industries, an infrastructure deficit (water, sewage, roads, airports, and communications) continues and greatly constrain business. Continued orientation toward the gas sector is expected, as it is the most lucrative economic activity in the province.
- *Workforce:* CD has the lowest net primary education rate in Mozambique; a mere 62.1%.⁴ Illiteracy rates are correspondingly the highest in the nation, reported at 66.6% in July 2012.⁵ The lack of formal education and the ability to read and write pose major challenges to workforce integration for the youth of CD. Another barrier is the culture of work in the province. The local population has been mostly engaged in subsistence self-employment in such areas as artisanal fishing, agriculture, construction, and other types of subsistence self-employed work. This has created a culture of unreliability of workers, as most have at least one, if not multiple, private ventures to attend to which take priority over employment, resulting in high absence. Likewise, because they work independently and informally, most have been their own boss to some degree, employers have noted that employees are reluctant to take directions, engage in learning and implementing quality standards, and dress appropriately.

⁴ http://web.undp.org/africa/documents/mdg/mozambique_september2010.pdf page 42

⁵ <http://diariomoz.com/index.php/sociedade/753-cabo-delgado-lidera-taxa-de-analfabetismo-no-pais>

- Costs: Due to a combination of factors, including poor infrastructure and geographic location, most things are costly to get to Pemba. The expansion of extractive industry contributed to high costs structures, as the extractive industry companies generally pay more for service, purchase in bulk to limit delays, and thus create scarcity in the market for other buyers. Business indicated a sense of defeat on being able to compete with neighboring provinces, Tanzania, and South Africa, especially for tourism, but in Pemba everything costs twice as much, and so price competitiveness is lacking.

Across the board, private sector stakeholders indicated they need training to address the following skills:

- Life Skills and Work Ethic
- Language (Portuguese at a minimum, with English highly preferred)
- Computer Skills
- Customer Service/Office Administration
- Management: Managers and Government all agreed they needed assistance and skill building in management.

All growth seems relatively small, except for in construction around extractive industries which is expected to produce 10,000+ jobs 2-3 year out, mostly in Palma, but then decrease significantly to a small highly skills operations workforce. Each of the sectors did mention the need for qualified office staff. While expressed need by individual company was small, the aggregate of all companies needed administrative staff signify this might be the most versatile and demanded type of position. Similarly, demand across sectors for security guards and cleaning services seem to be growing. Y:W Moz aims to train 2000 youth, however due to the fragmented demand across sectors, a number of small scaled training for a handful of youth in each job type would have to be undertaken. Neither the partner capacity nor the budget exists for such a program. The following section further details sectoral information.

Tourism Sector

Under the Arco Norte (Northern Arc) project, CD was slated for extensive investments in the tourism area. USAID and other funders financed a number of exploratory projects to develop the Northern Arc Plan that would assist business with infrastructure and other investments in Pemba, primarily. The planned investments for Pemba have not taken place. These investments were to be the impetus for extensive growth in the tourism sector, creating jobs and new business. The Northern Arc implementation plan was a major assumption in the design of Y:W Moz. Without the investments and sector growth, the requisite jobs do not exist for the 2000 trainees targeted by the project.

The Department of Tourism indicated in an October 2012 interview that within a year 20 new hotels would be built, most in the Chuiba Beach area of Pemba. However, during the assessment the Chuiba Beach site was visited, the purported area where these hotels should be built, and the site visit showed a poorly maintained dirt road, which requires a four wheel vehicle to access. Julio Sethy of Sethy Constructions noted he had heard of

construction contracts out for 3 hotels in 2013, but wasn't convinced more would be built, or that even those 3 would be awarded must less built in 2013. The Department of Tourism (DOT) did mention a desire to build up tourism in the Pemba and surrounding area. Hotels interviewed in the assessment expressed frustration with the non-fulfillment of the Northern Arc plan, and all indicated significant doubt in the claim that 20 hotels would be built in the year 2013. When asked about specific programs, such as tax incentives, investments, or the like, DOT indicated the government was not currently in a position to have such programs. The bulk of the programs, he mentioned, were to talk to and promote small business in the area of tourism, and to process applications for land usage as quickly as possible, providing guidance as needed. There seems to be little technical assistance to the entrepreneur in this field, or incentives for investment being provided by Government. With all Pemba's tourism industry faces, this seems inadequate to spur real growth in the sector.

Private sector companies interviewed all indicated that the promises made for investment and assistance are not being kept by government and they no longer believe these investments will occur. The same companies indicated a shift in government priorities toward the extractive sector. DOT estimates that Tourism employs 12,000 people with a 7% annual growth rate on jobs, that is roughly 840-1000 jobs annually. If the estimates are accurate, job growth over the period of project implementation is roughly equal to the total amount of trainees expected. With turnover, other jobs might be available; however it seems unrealistic that program trainees would fill 100% or even 50 % of all tourism jobs in Pemba in a given year.

The growth indicated by the 5 hotels to which the survey instrument was administered mirrors DOT's projected numbers. Pemba Beach, the largest hotel in Pemba, expects to create 35 new jobs in the next two years. Their current staff is 174 people. A hotel of similar size is confirmed to be built in Chuiba Palms in 2013, adding a full 170 jobs to the market, however as described below there have also been hotel closures. It seems clear that 1000 jobs created annually would be the max, and job growth is likely to be significantly less.

Where jobs are created, informants identified reception/office, cleaning and laundry, maintenance, kitchen, restaurant and bar related work as the primary areas in which job growth will occur. Office and reception workers are hard to find in Pemba, and before introduction of the extractive industries, were recruited externally. However, even those workers recruited outside CD, now are leaving tourism to work in the extractive industry. Other key positions that are recruited outside the province include head chefs, managers, and spa workers. All informants complained about the quality of all workers, and the owner of Pensao Mac and Filhos stated he now only recruits outside the province, primarily in Beira.

As can be seen in Table 1 below, all hotels interviewed had expansion plans. However, they were consistently small scale. A trend toward full apartment homes available for short or longer term lease became evident. Table 1 also shows that three of the hotels interviewed are investing in this type of apartment/condo to cater to medium-term business tourism. Informants from the extractive sector mentioned that while their demand for hotel

accommodation is high now, companies in the extractive industry are building homes for their staff and will have less demand over time. The hotel industry, in their interviews, was aware that the demand might not sustain, but was not clear on how much demand to expect in the medium and long term. A new 100 room hotel was confirmed by many informants to begin construction in 2013 on Chuiba Beach, so some new players are entering the market. Several assessment informants indicated that this new hotel has committed to building a road from the airport to their facility at Chuiba Beach, which could make investment in this area more lucrative and feasible for others. However, the road has not started, and increased investments are likely to delay.

Informants also indicated that two hotels—Nautilus and Caracol—are in the process of being foreclosed on, and it remains unclear whether they will continue functioning as hotels, or whether the land will be sold for other usage. This means on the one hand a loss of jobs. On the other hand, it decreases tourist options in Pemba, weakening the sector further. Nautilus was the only nightlife (casino) in town, and is a loss to the entire industry, which already has little recreation outside of the beach to offer their clients. Informants indicated that both hotels were generally full with customers, but that the costs of credit each hotel took out for expansion or renovation was higher than the profit they could garnish. One informant indicated that interest paid by the bank on average commercial loans is in the range of 24-30%. Some subsidize programs exist to lend at lower rates, but most loans are charged these high interest rates. In fact, business mentioned financing as a barrier to completion of additions, renovations and upgrades to hotel infrastructure. Foreclosure on business with significant client bases is another indicator of costing barriers to a well-functioning tourism industry in Pemba.

High financing costs, coupled with rising food, transport, and other costs, leave viable tourism options in Pemba at the High-End/Luxury Tourism. However the quality and accommodations do not meet the standards of high-end or business tourism. There are five major deficits:

Communications: Internet and even basic landline telephone communications are lacking. Kauri, the 2nd largest hotel in Pemba, does not have phones in their rooms, for example. Most hotels in Pemba do not have internet in the rooms either. This creates safety and convenience barriers for the traveler.

Quality: Cleanliness, customer service and food quality are poor. Each hotel visited had algae growing in their swimming pool, all hotel managers and owners complained of their ability to maintain quality in many areas, due to poor staff skills, high absenteeism, and a general reluctance to learn, follow standards, and work from the part of staff.

Infrastructure: The city has very little infrastructure. There are no street lights and public transport is nonexistent. Security and police are not visible at night time. For tourists who want to walk on the beach at night, or need to walk to a restaurant, because their hotel does not have one, safety, convenience and cost are all undermined by the lack of infrastructure.

Recreation: Pemba has a hand full of restaurants. A couple of those restaurants on occasion turn into discos. But not much else exists in the way of night life. The casino, as mentioned previously, has closed. Hotels also complained about a lack of recreation during the day. Pemba Beach and Pemba Bush and Dive have some water sports, but the others do not. Pemba Beach seems to have the only spa, though Kauri intends to build one. Artisan markets are non-existent, though there are a couple of small stores with some artwork. Once the tourist tires of the beach, hotels in the area have nothing to offer for recreation. The Manager of Kauri explained that for water sports, most business, including Kauri, is not willing to assume the liability, but hoped a small business would open that would. If large businesses are not willing to assume the risk, it seems unlikely a small business would either.

Costs: Costs are quite high in Pemba for everything, which is a deterrent to tourism. For example, if you want a meal, most restaurants basic meal are a minimum of \$10, sometime more. Transport is needed to get everywhere, especially at night, which is an additional cost to tourist. Spa prices are at similar levels to US prices. A lack of quality materials at reasonable prices was identified as a major barrier.

The General Manager of Kauri lamented that people from Maputo could go to Tanzania or South Africa at a third the cost of Pemba and have three times the service. He did not know how to compete. This seems to be a sentiment expressed by many in the sector.

Of note for the Y:W Moz program are barriers in training. Pemba Beach Hotel expressed skepticism about the quality and usefulness of short-term courses and indicated they would only work with our program if a) they had space for interns and had hired all applicants from other programs, or b) saw the program working to improve the quality of employees. Inatur had done a number of short term trainings in tourism just prior to the assessment. Private sector complained that they hired the youth trained in the three-week Inatur training and found youth to have no relevant skills. There may be a general skepticism towards short-term courses.

At the same time, major barriers in perception for both training programs and the local population would have to be overcome for project trainees to be recruited. Recruitment at present is done through referral by trusted employees and often brings in staff from outside the province. Across the board, whether the private sector liked or disliked the different training institutes (UCM, IICP, INEFP, Inatur), they found that they still had to do significant training and still struggled with quality.

Below is a table of results summarizing key responses to the labor market survey:

Table 1: Tourism Labor Market Key Results:

Company	Current Workforce	Expected Labor Growth in next 2 years	Key Positions	Infrastructure Expansion	Non-Technical Skills Desired	Positions Not Filled Locally	Services Needed	Current Training Methods	Collaboration?
<p>Apart Hotel,</p> <p>Amazens Jum Aiuba,</p> <p>Juma Rent a Car</p>	60 people, 37 at hotel	unsure	<p>-Receptionists - Cleaning Staff</p> <p>-Waitresses</p> <p>-Public Area Maintenance - Staff</p>	20 rooms construction in 2013, depending on financing (This construction would create 10 posts and work would be contracted out to a firm)	<p>-Work Ethic</p> <p>-English</p>	Head Chef	<p>-Plumber</p> <p>-Computer Repair</p>	Company Trains	<p>Unsure</p> <p>No current space for interns</p>
Kauri Resorts and Restaurant	93 People	4 people 4%	<p>-Restaurant and Bar</p> <p>-Reception and Room Maintenance</p> <p>-Kitchen Staff</p> <p>-Maintenance (electricians, gardeners, carpenters, etc)</p>	20 rooms + Spa constructed, \$1,700,000, (30 posts created contracted to WorkBench)	<p>-Work Ethic</p> <p>-Customer Relations</p> <p>-Flexibility</p> <p>-English</p> <p>Responsibility</p>	<p>-Unable to fill Office Work positions. Can't compete with salaries offered in Gas.</p> <p>-Masseur and spa workers</p>	<p>-Tour Guides</p> <p>-Water Sports (does not want to provide)</p> <p>-Night Clubs</p>	<p>-UCM recruits if Management, but rare</p> <p>-IICP for workers, but just starting, not sure of quality. Problems with IICP students wanting to work part-time.</p>	Currently working with local schools and will continue and is open to.
Pemba Beach	174 People	35 People 20%	<p>Restaurant and Bar</p> <p>Reception and Room Maintenance</p> <p>Kitchen Staff</p>	75 luxury apartments with kitchen and two pools. (Contracted to Steffanutti Sergio. Despite requirement to hire locally they did not.)		Managers		<p>-Highly critical of UCM, students want to manage without ever "working or getting their hand dirty."</p> <p>-Praise for IICP, hires their students</p>	-Skeptical of short-term courses, says he would advise IICP against starting them. Says is open to a full proposal explaining the value of our programs, but prefers the longer courses IICP offers.

Company	Current Workforce	Expected Labor Growth in next 2 years	Key Positions	Infrastructure Expansion	Non-Technical Skills Desired	Positions Not Filled Locally	Services Needed	Current Training Methods	Collaboration?
Pensao Mac e Filhos	16 People	4 People, maybe more 25%	Reception Bar Public Relations Cleaning Staff	27 rooms, 3 condos, restaurant and 2 pools (min. 18 million MT, self-construction). Rooms already started, expected to finish in 2013 and create 13 jobs. Condos might start in 2014, if so another 15-20 people will be needed once finished.	-English -Computer Skills -Customer Service -Public Relations -Work Ethic	Most posts filled by workers from Beira.	-Tour Guides -Check-in Services for the airport -Travel to Ibo Island	-Received people trained by Primary schools, Inatur, and IICP. It wasn't bad, just insufficient.	-Would take 3 month internships. -Would pay the cost of their staff to attend
Wimbe Sun	30 People	30 People 100%	Receptionists Cleaning Staff Laundry Staff	24 Apartments \$ 2million Will self-construct and employ 10 skilled construction workers and 25 unskilled helpers.	-Computer Skills -English -Work Ethic -Numeracy		All forms of maintenance, including plumbing, electricians, etc	In-house training of trusted referred people. Has not worked with local schools, IICP indicated they approached Wimbe Sun but they were not interested.	Willing to offer hotel space for on the job training Might financially contribute for plumbing and maintenance vocational training.

Construction Sector

“Mozambique is under construction” commented one informant when asked about job growth in the construction industry. Julio Sethy of Sethy Constructions said growth is evident; in the past five years the construction industry in CD has grown from 8 to 20 local companies, not to mention the outside companies from other provinces executing contracts in CD. Construction jobs throughout Mozambique are numerous and growing, yet the growth and job creation in Pemba and CD has not been as inclusive of locals as one might hope. Part of this is due to the nature of construction as an industry and part is due to skills deficits among the local population. Interviews about the sector highlighted that in construction all work is contract and short term; construction firms employ their staff on a project basis. Thus, this labor group needs to have significant skills in self-promotion, job hunting and self-employment. Construction business, including recruitment, is done in two distinct models, which affect availability of jobs for residents of Pemba:

- **Hiring Model 1:** Private Individual or Company hires engineer and workers

In this case the non-construction business (a hotel, restaurant, store, etc) or an individual hires an engineer to design and oversee the work on their house. Then that same business purchases the materials and contracts a number of short-term construction workers of the varying types to do the work as designed by the engineer. Most informants indicated that the majority of private homes and small businesses build this way, as it costs less than hiring a construction company. Two of the five hotels interviewed are undergoing renovations in this way. It also addresses financing issues for the owner, as an individual only hires and builds on what their liquidity allows with their current reserves. For example, Pensao Mac e Filhos had a half built building I could see, that would take another year to finish as they were building piece by piece; only when they could afford the materials and labor. This model is very risky for the worker; work is inconsistent. The owners are often looking to cut costs, so there is little to no training, new techniques and materials are not used, the construction worker does not learn in this situation and probably receives lower pay. However, this is the scenario in which local workers are more competitive.

- **Hiring Model 2:** Construction Company with Teams that Travel

Many construction companies, including local ones, have tried and tested teams that they call upon. Sethy Constructions has a roster of 900 construction workers from which they call upon and mobilize to travel for different construction projects. Sethy Constructions tries to work with local members of the roster to reduce costs when possible, but indicated that for Nampula and CD, his company faces major challenges in finding qualified workers. Other companies are contracted for projects in CD but usually bring teams from outside the region. The traveling team’s model excludes local workers in any province, simply due to the model. The effects are even greater in CD, where the population has a reputation for a terrible work ethic and so companies avoid hiring locally by bringing in teams. Pemba Beach Hotel reported placing requirements in their contract with a construction firm that mandated local hiring, but that the construction company was able to move forward without hiring a single local worker, citing lack of applicants as the cause. Pemba Beach indicated that rumors about the construction company requiring a high payment to even apply were circling and likely true, but that they could not be proved.

Quality and reliability seems to be the major constraints to contracting workers in CD for construction jobs. Sethy Constructions, founded by a Cabo Delgado native, has a desire to work with the local population. Their reported challenges include:

- Employees not applying themselves during trainings and therefore not learning
- Consistent destruction of property from misuse; theft
- Considerable absenteeism and tardiness
- Employees working at a slow pace, specifically to prolong work and increase wages.
- Poor literacy and communication skills
- Poor life and employability skills

At present the industry is creating a number of obstacles for local workers to even seek work with construction companies. An intervention focused on Cabo Delgadians would have to build up job readiness and employability skills and advocate to the local and national industry on behalf of the workers changed work habits. The influx of foreign companies also means that all level of workers need to learn English. Julio Sethy complained that drivers taking cargo to Anadarko could not understand what the client wanted them to do so they had to phone him to translate the instructions--highly inefficient.

Quality issues and open and fair business practices are not simply an employee level problem. Baker Hughes put out a request for proposals to build some office space for them and found only one local firm submitted a proposal. Local informants explained that the land Baker Hughes wanted to build on belonged to one construction firm's owner, and so none of the other firms saw it as a competition they were allowed to enter. Likewise, many of the owners are family and have discussions about how is going to bid on which projects. Cultural and familial hierarchy among other factors mean that local business are not running based on what makes the best business sense. Sethy Constructions also indicated that only 3 firms, his own not among them, in all of Mozambique were familiar with most of the building standards Foreign Direct Investors were looking for, and so the industry as a whole needed upgrades in quality, best practices and knowledge.

That being said, opportunity is great. Construction is growing in non-gas sectors, and the discovery of gas means a great deal of job creation in the near term. Construction related to the gas industry is scheduled to start in 2014 with a 3 year expected timeline. Most of this work will be done in Palma, but some of it will be in Pemba. Preparations are already starting with some hiring occurring now. In total 10,000 jobs will be created in construction surrounding gas only⁶, including everything from office workers, drivers, project workers, cleaners, carpenters, plumbers and the like. More gas has been found, which should create a second round of construction after a year lull from the first round (2019-20). However, as it is with the construction industry, once construction is completed (whether at end of first round or end of 2nd round) the 10,000 jobs will be eliminated. Those same workers need to have a set of skills around job search and self-employment to find other construction jobs around the nation. There also needs to be a willingness to relocate, which might be more difficult for the target population of the IYF trainings.

⁶ Anadarko mentioned creating 10,000 jobs in its construction phase, no estimates on what ENI will create were available, so this could be another 10,000 or much less. Most people referred to 10,000 as the number of jobs created around Gas in CD, so it is unclear what an appropriate estimate is.

Companies in the extractive industry have expressed extreme interest in hiring locally, but the definition of local is not limited to the province being worked in, but rather the nation. The challenge in this industry would be how to get the worst educated population in Mozambique up to speed in less than a year to compete with other populations in the country; a task unlikely to be successful.

Extractive Industry

Anadarko reported that the size of their current Mozambican workforce is 1700 national employees including both direct employees and subcontractors' employees. This workforce is divided between Mocimboa da Praia, Maputo, Pemba, and Palma, with the majority in Palma, as the most gas is in that location. Most of the job creation related to this industry is actually in construction and covered above. Once construction is completed, the structure will revert to an "Operations Staff" comprised of high skilled staff (scientists, engineers, etc) no more than 2000 total for Anadarko and subcontractors combined. ENI was not reached, but presumably, they would have another 2000 operations jobs.

Inserting IYF, particularly under a PEPFAR funded project, as a trainer in this sector will be difficult, as Anadarko, one of the largest players in CD's gas sector, is rumored to require all contractors and staff to be trained by two international private companies. In an interview Anadarko did not deny or confirm that information. Instead Anadarko pointed to their current project around designing a training strategy for Mozambique to include more local workers in the project at every stage. Most of these jobs were covered in the Construction section of the report. It is expected that the Government of Mozambique will mandate a percentage of local staff they must hire, but the government has not yet done so.

Anadarko is moving forward with strategies to get Mozambicans involved at every level of their operations, including a minimum of 2 high-level employees, such as engineers. It seems more focused on the most efficient and short-term group and methods for getting workers skilled and on the job. Anadarko currently has two training contracts out: 1) Capitol Outsourcing Group was contracted for 1 year to do work-readiness training; 2) CDC Development Solutions is doing SME development on behalf of Anadarko for one year. It remains unclear how much of the training initiative is a social responsibility goal that would be interested in the Y:W Moz target group. The synergies with Y:W Moz are limited.

Conclusion

CD and Pemba are experiencing major shifts in their economy; however, the shape of the changes and how best to incorporate local business and people is still unclear. Government has not followed through on its investment plan, and the tourism sector, in particular, is in limbo. It remains unclear if the extractive industry will increase business, change its structure, or actually harm it. In the interim, mass training of youth seems unwise as the jobs to absorb trained youth do not exist within the next 2 years. While construction jobs are being created, many are already filled by national level teams. Many locals require Portuguese language and numeracy skills just to be able to start to learn technical skills. The learning curve is high and the demand for workers immediate. Outside construction, the extractive industry is expected to create a small number of highly skilled jobs.

The opportunities for the target group and the numbers targeted are limited and the project would do best to implement in a region with more viable opportunities.

Stakeholders Interviewed:

Name	Title	Company/Industry
██████████	General Manager	Pemba Beach Hotel and Spa/ Tourism
██████	Manager	Kauri Restaurant and Resort/ Tourism
██████	Finance Manager	<ul style="list-style-type: none"> • Hotel Apart/Tourism • Amazens Jum Aiuba/ Retail • Juma Rent a Car/Car Rental
██████████	Assistant Manager	786 Wimbi Sun Residencial/ Tourism
██████████	Owner	Pensao MAC e Filhos/ Tourism
██████████ ██████████	Owner	Chuiba Palms/ Tourism
██████████	Entrepreneur President of the Cabo Delgado CTA Federation Vice President of the CD Tourism Association	<ul style="list-style-type: none"> • Confederation of Business Associations (CTA)/ Entrepreneurship • Consulting Firm working in Events, Design, and Marketing
██████████	Coordinator	SDV/Extractive
██████████ ██████████	Director	<ul style="list-style-type: none"> • Sethy Constructions/ Construction • Sethy LDA / Extractive Logistics
██████████	Sustainability Coordinator	Anadarko Petroleum Corporation/ Extractive
██████████	Operational Manager	Baker Hughes/ Extractive Logistics
██████████	Cabo Delgado Manager	CBE/ Recruitment Services
██████████	Director	Cabo Delgado Provincial Department of Labor/ Government
██████████	Director	CD Provincial Department of Tourism
██████████	Senior Consultant	Proserv Mozambique
██████████	Director	The Clean Energy Company
██████████	Gestor de Desenvolvimento Institucional Secretariado Executivo da COREP	PIREP

ANNEXT 2: POTENTIAL PARTNER ANALYSIS TABLE

Organization Name	Type	Current Programming	Proposed Programming	Capacity (No. of students/period)	Duration	Positives	Negatives
Instituto Industrial e Comercial de Pemba (IICP)	Government Long-Term Vocational Training	Tourism, Management and Administration (3 year PIREP courses) Maintenance and Electrician Training (2 month PIREP course)	Tour Guides Cooks Restaurant and Bar Hotel Cleaning and Front Office	480 students over 18 months More if space rented Construction of 4 story mock hotel to start in 2013 for more tourism related training.	Proposed 8 months with 1 month internship	-Good infrastructure -Anadarko interested in working with them -Existing technical curriculum approved by PIREP -Proposal developed, could start implementing soon -Pemba Beach currently very happy with their training -More investments in school expected -Support ongoing reform -Scale up to other provincial schools	-Financial and Administrative Systems -Autonomy issues - Self-seeking attitude -High attrition and under enrollment -If scale-up down to CB provincial schools, costs and difficulty should increase
Direcção de Juventude	Government Directorate	15-20 day courses on entrepreneurship throughout the Province.					-Government body -No financing -No clear curricula
Universidade Catolica de Mocambique (UCM)	Private University	Tourism and Management	Tourism, maybe others	Unknown	Pro-posed 2 mos. Any-thing longer requires accreditation process of 1	-Not government entity, possibly better and more flexible on FAIT.	-2 month max course -Unresponsive -Zero

Organization Name	Type	Current Programming	Proposed Programming	Capacity (No. of students/period)	Duration	Positives	Negatives
Faculdade de Gestão de Turismo e Informática					year	-Superior level curricula that needs to be modified for target group. - Universities in many provinces for scale-up	experience with OVCs -A bit outside their mandate -Pemba is the only university focused on Tourism.
CBE	Independent global management consultancy (Similar to a Manpower)	None in Cabo Delgado. One center in Nampula, maybe others.					-Bolster competitor -No infrastructure in Pemba -Expected high costs with staff & infrastructure
Proserv	Private Training Company, possible competitor Mozambican company with Parent company from South Africa	None in Cabo Delgado Current focus is on SMME development. Works with Inatur and other gov't branches to do short-term courses	Industries they work in: Tourism Project Implementation Retail and Banking SMME's		Short-term courses E-learning Certificate programs	-Highly connected to Private Sector and Government	-Bolster competitor. -No infrastructure. -Expected high costs with staff and infrastructure.
Centro Provincial de Recursos Digitais (CPRD)	NGO with some staff on gov't payroll	Microsoft Office Network Administration	-Network Administration -Computer Repair	2 classrooms, one holds 19 students, the other 11 students. If they had funding for courses they could		-Good Reputation - Leverage and access to strong network with	-No experience in work-readiness, placement, or other components of

Organization Name	Type	Current Programming	Proposed Programming	Capacity (No. of students/period)	Duration	Positives	Negatives
		Computer Repair	-Admin Assistant/ Receptionist with Office	assemble a 3rs room and equipment (with network financing) for 15 students. 3 cycles of 4 hrs/day would result in 135 students served daily.		financing and staff - Currently expanding to all districts in most provinces, exponential scale-up opportunities.	vocational training. - Low number capacity per center.
Instituto Superior de Ciencias e Tecnologia Alberto Chipande (ISCTAC)	Private University	Mostly BA and MA levels in Public Relations, Cooking, Civil Construction, Public Health, Office Management GlobalVisa program already involved in vocational training.	Civil Construction Cooking Office Management Wanted to see the RFP to decide what would be best	5 classrooms and 2 labs of 25+ students available mostly during the day. All occupied at night. Rent additional space.		-University Network includes Pemba, Beira, and Maputo, for scale up. -Excited and interested Director and staff.	-Unclear approval process. -No experience with age range of OVE population -In start up phase in Pemba, building infrastructure, etc. Costs may be high with rent for our period of implementation
SOS	NGO/Orphan age /School	Primary and Secondary School Have done Carpentry/ Entrepreneurship at a very basic level	Entrepreneurship focused on construction and/or arts and crafts.			-Anadarko, Sethy Constructions and ENI interested in supporting financially -Experience with target population.	-No clear existing curricula -Lots of class room space, but mostly occupied -1 poorly maintained lab space with no materials -Only 27

Organization Name	Type	Current Programming	Proposed Programming	Capacity (No. of students/period)	Duration	Positives	Negatives
							students they service qualify for our program
INEFP (Did not meet on this trip per recommendation of previous assessment team)	Short-term Government Training Center	INEFP trains carpenters, sewing and tailoring, management of small business.	INEFP supposed to be doing an evaluation of what the oil gas and mining sectors needs in the short-term that can be matched with trainings. This just started and DOL is waiting to hear back on this.			-According to DOL, those trained are absorbed by the market.	-According to DOL, these trainings do not meet the needs of the market.