



Empowered lives.
Resilient nations.

**Sustainable Development Goals Fund
MPTF OFFICE GENERIC FINALPROGRAMME¹ NARRATIVE REPORT
REPORTING PERIOD: FROM 01/2015 TO 06.2017**

<p align="center">Programme Title & Project Number</p> <ul style="list-style-type: none"> • Programme Title: More and better jobs in Cabo Delgado province and Nampula province - Harnessing the opportunities of the New Economy in Mozambique • Programme Number <i>(if applicable)</i> • MPTF Office Project Reference Number:³ 00098681 	<p align="center">Country, Locality(s), Priority Area(s) / Strategic Results²</p> <p><i>(if applicable)</i> Country/Region Mozambique, Cabo Delgado province and Nampula province</p> <hr/> <p><i>Priority area/ strategic results</i></p> <p>Inclusive economic growth,</p> <p>Create opportunities for decent jobs and secure livelihoods.</p> <p>Create better government policies and fair and accountable public institutions.</p> <p>Promote inclusive and sustainable business practices.</p>
<p align="center">Participating Organization(s)</p> <ul style="list-style-type: none"> • Organizations that have received direct funding from the MPTF Office under this programme <i>ILO, UNDP and UNIDO</i> 	<p align="center">Implementing Partners</p> <ul style="list-style-type: none"> • National counterparts (government, private, NGOs & others) and other International Organizations <p>At Central level:</p> <ul style="list-style-type: none"> • Ministry of Labour • Ministry for Planning and Development • Ministry of Mineral Resources • Ministry of Industry and Commerce • Ministry of State Administration • Youth League • Trade Unions • Employers organizations • Multinational Enterprises <p>At Local Level:</p> <ul style="list-style-type: none"> • Provincial Governments of Nampula and Cabo Delgado • Delegations of INEFP in Nampula and Cabo Delgado • Women Associations • Women’s Microfinance institutions
<p align="center">Programme/Project Cost (US\$)</p>	<p align="center">Programme Duration</p>

¹ The term “programme” is used for programmes, joint programmes and projects.

² Strategic Results, as formulated in the Strategic UN Planning Framework (e.g. UNDAF) or project document;

³ The MPTF Office Project Reference Number is the same number as the one on the Notification message. It is also referred to as “Project ID” on the project’s factsheet page on the [MPTF Office GATEWAY](#).

<p>Total approved budget as per project document: MPTF /JP Contribution⁴: 1,500,000</p> <ul style="list-style-type: none"> • <i>by Agency (if applicable)</i> <p>Agency Contribution</p> <ul style="list-style-type: none"> • <i>by Agency (if applicable)</i> <p>Government Contribution <i>(if applicable)</i></p> <p>Other Contributions (donors) <i>(if applicable)</i></p> <p>TOTAL:</p>	<p>Overall Duration (<i>months</i>) Start Date⁵ (<i>30.01.2015</i>)</p> <p>Original End Date⁶ (<i>31.05.2017</i>) Actual End date⁷ (<i>30.06.2017</i>)</p> <p>Have agency(ies) operationally closed the Programme in its(their) system? Yes</p> <p>Expected Financial Closure date⁸:</p>
<p>Programme Assessment/Review/Mid-Term Eval.</p> <p>Evaluation Completed X Yes <input type="checkbox"/> No Date: <i>30/04/2018</i></p> <p>Evaluation Report - Attached X Yes <input type="checkbox"/> No Date: <i>18/07/2018</i></p>	<p style="text-align: center;">Report Submitted By</p> <ul style="list-style-type: none"> ○ Name: Igor Felice ○ Title: Technical Adviser ○ Participating Organization (Lead): ILO ○ Email address: felice@ilo.org

⁴ The MPTF/JP Contribution is the amount transferred to the Participating UN Organizations – see [MPTF Office GATEWAY](#)

⁵ The start date is the date of the first transfer of the funds from the MPTF Office as Administrative Agent. Transfer date is available on the [MPTF Office GATEWAY](#)

⁶ As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁷ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

⁸ Financial Closure requires the return of unspent balances and submission of the [Certified Final Financial Statement and Report](#).

List of acronyms

ADEL	Agência de Desenvolvimento Económico Local	(Local Economic Development Agency)
AECID	Spanish Agency for International Development Cooperation	Spanish Cooperation
B2B	Business to Business	
BAU	Balcão de Atendimento Único	(One Stop Shop)
CCD	Conselho Consultivo Distrital	(District Advisory Council)
CCT	Comissão Consultiva do Trabalho	(Tripartite Labour Council)
CESC	Centro de Aprendizagem e Capacitação da Sociedade Civil	(Civil Society Learning and Training Centre)
CIP	Centro de Integridade Pública	(Centre for Public Integrity)
CPI	Centro de Promoção de Investimentos	(Investment Promotion Centre)
CSN	Centro de Serviços de Negócios	
CSO	Civil Society Organization	
DNPDR	Direcção Nacional para promoção do Desenvolvimento Rural	(Provincial Directorate for Rural Development)
EI	Extractive Industry	
EITI	Extractive Industries Transparency Initiative	
ENI	Ente Nazionale Idrocarburi	(Italian oil and gas MNE)
FDD	Fundo de Desenvolvimento Distrital	(District Development Fund)
IFPELAC (former INEFP)	Instituto de Formação Profissional e Estudos Laborais Alberto Cassimo	(Vocational Training Institute).
ILO	International Labour Organization	
INEP	Instituto Nacional de Emprego e Profissional	(Employment Institute)
IPEME	Instituto para a Promoção das Pequenas e Médias Empresas	(Institute for Small and Medium Enterprises)

JP	Joint Programme	
KOICA	Korea International Cooperation Agency	
LNG	Liquefied Natural Gas	
MEF	Ministry of Economy and Finance	
MFI	Microfinance Institution	
MIC	Ministério da Indústria e Comércio	(Ministry of Industry and Trade)
MIREME	Ministério dos Recursos Minerais e Energia	(Ministry of Minerals and Energy)
MITADER	Ministério da Terra, Ambiente e Desenvolvimento Rural	(Ministry of Land, Environment and Rural Development)
MITESS	Ministério do Trabalho, Emprego e Segurança Social	(Ministry of Labour, Employment and Social Security)
MNE	Multinational Enterprise	
MSME	Micro, Small and Medium Enterprise	
PPP	Public-Private Partnerships	
PREM-IP	Mining Policy Implementation Plan	
RECP	Resource Efficient, Cleaner Production	
SDAE	Serviços Distritais de Actividades Económicas	(District Services for Economic Activities)
SDG-F	Sustainable Development Goals Fund	
SVPX	Subcontracting Programme Exchange	
TREE	Training for Rural Economic Empowerment	
TVET	Technical and Vocational Education and Training	
UNDAF	United Nations Development Assistance Framework	
UNDP	United Nations Development Programme	
UNIDO	United Nations Industrial Development Organization	

UNRCO	UN Resident Country Coordinator	
WB	World Bank	

FINAL PROGRAMME REPORT FORMAT

EXECUTIVE SUMMARY

- In ½ to 1 page, summarise the most important achievements of Programme during the reporting period and key elements from your detailed report below. Highlight in the summary, the elements of the main report that you consider to be the most critical to be included in the MPTF Office Consolidated Annual Report.

The UN Joint Programme “More and better jobs in Cabo Delgado province and Nampula province - Harnessing the opportunities of the New Economy in Mozambique showed its relevance in terms of compatibility with national and UN development priorities, and in terms of a problem-based development strategy. The Joint Program combined supply and demand aspects of employment, and inclusive economic development, with institutional strengthening. During the implementation of the program the achievement of the objectives have been severely jeopardized by the change in the social and economic environment of the two target provinces. In fact two major operators working in the Oil and Gas postponed their activities, removing the central economic and employment pull factors that the programme was based on. This development was beyond the Joint Program’s influence and some corrective actions have been put in place such strengthening the self-employment opportunities of young people. On a positive note, the Joint Program succeeded in build institutional capacity and create a link between skill development and self-employment through the introduction of different approaches.

Main positives results include:

- The Investment promotion centre CPI has adopted the SPX/RECP process for improving the competitiveness of local business service centres
- Development of a more coherent legal-policy framework and a new employment policy framework linking MNEs and local economic development
- National content law (pending approval)
- Strengthening the watchdog function of the Extractive Industry Transparency Initiative (EITI)

Emerging lessons learnt

1. The capacity to adapt and adjust programme components, including strategy, programme targets and outputs, to fit changing or unique conditions is a crucial factor for Joint Programme success.
2. The capacity to learn and change is a crucial sign of programme management expertise, as is keeping outcome and output goals in strict logical coherence.
3. The value of conducting a comprehensive risk assessment should not be underestimated especially when a programme is structured around private sector timetables and investment decisions.

I. Purpose

- Provide a brief introduction to the programme/ project (*one paragraph*).

The United Nations Joint Program “More and better jobs in Cabo Delgado and Nampula province – harnessing the job opportunities in the new economy in Mozambique” contributed to improved articulation between stakeholders to promote sustainable livelihoods for young people (both male and female) and female-headed households, through adjusting economic policies and strategies to generate sustainable employment. Supporting the country’s policy approach towards extractive industry has been a signature issue for the UN for several years now. The development challenges addressed were the low impact of MNE on wealth and job creation particular in the natural resource extraction sector in Mozambique.

- Provide the main objectives and expected outcomes of the programme in relation to the appropriate **Strategic UN Planning Framework (e.g. UNDAF) and project document (if applicable) or Annual Work Plans (AWPs) over the duration of the project.**

The JP was fully aligned with UN strategies and the United Nations Development Assistance Framework (UNDAF), and with key national policies aimed at more inclusive economic development around EI. This assessment was also shared by all JP stakeholders.

It was fully aligned with UNDAF Outcome 2: increased access of vulnerable groups to new opportunities with special focus on decent employment allowing improving income and quality of life, and its four outputs with gender streamlining constituting a cross cutting goal attempting making male dominated extractive industries work for women and women empowerment. UNDAF Outcome 2 outputs are:

Output 2.1.: MSME in five poorest provinces adopt market and value chain-oriented management and business practices;

Output 2.2.: MSME in the five poorest provinces have access to effective market models and information systems

Output 2.3.: Selected microfinance organizations (MFIs) provide increasingly inclusive micro-financial products in line with the needs of vulnerable groups

Output 2.4.: Labour Ministry and other key Ministries have the expertise to put gender sensitive decent employment policies and strategies into operation, in coordination with other relevant stakeholders

The Joint Programme was also aligned with Outcome 2 in the economic development pillar, and with some of the Governance outcomes; notably

- Outcome 6: Strengthened democratic governance systems and processes guaranteeing equity, rule of law, and respect of human rights at all levels
- Outcome 7: Quality of participation of civil society representatives improved in selected provincial Development Observatories, selected District Consultative Councils, and APRM National Forum,
- Outcome 8: Government and civil society provide coordinated, equitable and integrated services at decentralized level.

JP was also well coordinated with national policies. It is aligned with the national Agenda 2025 - a broad strategy framework that explicitly references the promotion of employment and self-employment and equal opportunities in access to work, the development of human capital, including the revitalization of the private sector with an emphasis on promoting good quality work.

The same goes for the other long-term national development strategy 2014 – 2035 focussing more specifically regarding the role the EI sector should play in the industrial development process, underlining the need for a comprehensive regulatory framework, as well as the need to strengthen the capacity of national and local companies.

The JP was also well aligned with national sector strategies, such as the Mineral Resource Development Policy and Strategic Framework, including promotion of Mozambique in EI transparency initiatives; the National Decentralization Policy and Strategy; the Rural Development Strategy; the Corporate Social Responsibility Policy established with UN support; the National Programme for Decentralized Planning and Finance; and the Roadmap and Action Plan to the Transition to Green Economy

The Joint Programme had the ultimate goal of supporting the creation of gender friendly, sustainable, new jobs for young men and women and the development of sustainable small and medium-sized enterprises (SMEs) in the provinces of Cabo Delgado and Nampula.

The Programme objective is based on documented facts (ILO, p. 2015) that multi-national enterprises (MNEs) and the extractive industry (EI) in particular, represent an opportunity, which is far from being exhausted in terms of absorption of local labour and the integration of SMEs into their value chains to the benefit of local economies.

The JP defined four outcome goals with respective result targets, linked causally to four Key JP Outcomes (in the case of the first three goals).

JP Outcome 1: MNEs in the extractive industries comply with local content policies, sustainable business practices, and apply gender and age sensitive policies to recruit nationals.

Target: 30 per cent of MNEs operating in the two provinces.

JP Outcome 2: An improved and more egalitarian workforce with vocational skills and competencies have improved employability opportunities in Extractive Industries firms and in SMEs operating in value chains feeding into the EI sector.

Target: Creation of at least 1,500 direct jobs and 1,500 indirect jobs, of which at least 50 per cent will be for women and at least 25 per cent for young men and girls.

JP Outcome 3: National and local SMEs capitalize on supply chain/value chain opportunities and provide environmentally sustainable services and products to the extractive industries.

Target: At least 250 SMEs to start-up and/or develop and expand, of which at least 35 per cent will be run by female entrepreneurs.

JP Outcome 4; Decision makers, national and internationally, have better access to data for formulating job creating measures and strategies in relation to Extractive Industries.

Target: Systematically document and disseminate project's outcomes, lessons learnt and achievements to local, national and international counterparts

II. Assessment of Programme Results

- This section is the **most important in the Report** and particular attention should be given to reporting on **results / and changes** that have taken place rather than on activities. It has three parts to help capture this information in different ways (i. Narrative section; ii. Indicator based performance assessment; iii. Evaluation & Lessons learned; and iv. A specific story).

i) Narrative reporting on results:

From January to December 2013, respond to the guiding questions, indicated below to provide a narrative summary of the results achieved. The aim here is to tell the **story of change** that your

Programme has achieved over its entire duration. Make reference to the implementation mechanism utilized and key partnerships.

- **Outcomes:** Outcomes are the strategic, higher level of change that your Programme is aiming to contribute towards. Provide a summary of progress made by the Programme in relation to **planned outcomes from the Project Document / AWP**s, with reference to the relevant indicator(s) in these documents. Describe if final targets were achieved, or explain any variance in achieved versus planned results. Explain the overall contribution of the programme to the Strategy Planning Framework or other strategic documents as relevant, e.g.: MDGs, National Priorities, UNDAF outcomes, etc. Explain who the main beneficiaries were. Highlight any institutional and/ or behavioral changes amongst beneficiaries at the outcome level.

JP outcome performance:

The decision of the two main Oil and Gas companies to put on hold their investment plans together with the reduction of the activities of other Extractive Industries companies affected heavily the people interested by the extractive industry operations. The overall performances of the Joint Program were affected too forcing the program to modify the original planned number of jobs created and Small and Medium Enterprises supported. The program was however able to reach 3,241 beneficiaries, 722 of them women.

The revised targets were achieved as for the information below:

Jobs opportunities:

- 1) 1,398 Jobs opportunities created through the support to the business centers
- 2) 150 jobs opportunities created through training
- 3) 250 jobs opportunities created through the tool-kits system
- 4) 565 jobs retained through intervention of business linkages
- 5) 750 jobs opportunities created through the TREE methodology implemented by the ILO KOICA funded project

In addition the Joint Program successfully supported the drafting of the National Employment Policy that was approved in September 2016 and the draft of the National Content Law approved in 2017. Both documents are having a great impact on jobs creation.

- **Outputs:** Outputs are the more immediate results that your Programme is responsible for achieving. Report on the key outputs achieved over the duration of the Programme, in relation to **planned outputs from the Project Document / AWP**s, with reference to the relevant indicator(s) in these documents. Describe if final targets were achieved, or explain any variance in achieved versus planned results. If possible, include the number of beneficiaries. Report on how achieved outputs have contributed to the achievement of the outcomes and explain any variance in actual versus planned contributions to the outcomes.

JP outcome 1: principal achievements:

The development and approval of the Mineral Resources and Strategy Implementation Plan (PREM) (Output 1.3) was achieved. The PREM implementation plan was presented in a joint UN MIREME validating conference in March 2017. The effectiveness of its HR component aiming enhancing local employment opportunities” still need to be tested in Cabo Delgado, once EI activities finally go ahead. The drafting of National Content Law draft was also completed. Among others, it compels foreign investment projects to prioritize national service and goods providers over Foreign Service providers (Art. 4,

8), and introduces a supervising National Content Evaluation (CCN) whose task description is defined in Articles 5, 6, and 7. MNE are also required to produce a National Content Plan, detailing on technology transfer, on hiring of local workers and on professional training, and to submit annual reports to CCN, who has the power to impose sanctions in case of failure to do so (Art. 9.13.14.).

Capacity building of CESC (Centro de Aprendizagem e Capacitação da Sociedade Civil) was concluded, aiming empowering it for conducting future ‘community development’ programmes. CESC staff were trained in legal and related issues connected to the Extractive Industry and management of the Community Development Fund management (CDF).

250 young job seekers from Palma, Mueda and Mocimboia da Praia enrolled in IFPELAC organized professional training programmes at the beginning of the program in carpentry, masonry, tourism and hospitality. The expected employment creation inspired by EI MNE materialized only after the end of the project when the resettlement of the families living in the areas interested by the EI started. Most of the people trained are now employed by the Oil and Gas industry. IFPELAC also implemented five (5) capacity building programmes for trainers for a total of 60 participants in areas like Entrepreneurship, quality control of professional training measures and in how to identify business opportunities around EI.

The JP organized five (5) capacity building measures for professional trainers and teachers in “training delivery and of course management”. It was introduced the distribution of start-up Kits to IFPELAC graduates accepting forming artisanal producer associations. 250 people are currently using the kits and are self/employed in different areas.

Output activities focussed on the dissemination of EITI, building capacity in local NGO Centro de Aprendizagem e Capacitação da Sociedade Civil (CESC) related to local community development work and Extractive Industries. These new activities complement the capacity building activities for local NGOs and on local communities’ included in activity 3.3.3., in the JP Outcome 3 component, aiming strengthening the participation of non-State actors in matters of local employment policies and local management of natural resources.

JP outcome 2: principal achievements:

Output 2.1.

472 company profiles uploaded in SPX MIS, of which 15 from Cabo Delgado, and 46 from Nampula. Although it was possible to exceed target by 18%, the JP found it difficult to identify suitable SME in both target provinces, which represent only 13 per cent of total firms uploaded. Five big buyers, Mozal, Portucel, Plama, Vale, Kenmare permanently attached to the Business to Business (B2B) programmes. Another 15 are already ‘engaged’ in the programme, i.e., have shown interest in adhering to it. It should be added that national content law will further boost local industrial and construction companies’ interest in participating in the process.

The JP made 129 matches between buyers and suppliers, including 3 domestic companies linked to South African buyers as part of CPI’s international matchmaking effort.

Output 2.2: 69 companies have been benchmarked, exceeding the UNIDO target by 68%.

These have been shortlisted and provided with assistance to link to 20 companies interested in international joint ventures, with 16 SPX companies linked with European Investment Bank (EIB) and including organizing participation of Mozambican firms in international B2B events, one in Germany – Hannover Messe 2017 -, and one in China – PIGA event in Guangzhou in 2016, have been organized 12 B2B events with 280 B2B meetings

Output 2.3:

One BAU workshop has been held in Nampula, and two BAU staff trained in enterprise development. Assessment of Cabo Delgado BAU has been done in a joint evaluation between UNIDO and MIC/DASP.

Output 2.4.

14 out of 40 companies have been RECP assessed, of which 4 companies, which are already part of SPX MIS.

Have received training 80 national consultants and company representatives in RECP methodology, which constitutes an overachievement of initial target in 80%

JP outcome 3: principal achievements:

The JP supported the elaboration of the National Employment policy (EP), which was approved in September 2016 and turned legal in April 2017. The JP also supported the drafting of an EP implementation plan, which was approved in January 2018. The EP constitutes a framework for tripartite employment policies, and is organized around five action pillars:

- 1) Human capital development
- 2) Job creation (of new jobs)
- 3) Priority sectors: agriculture and fisheries, manufacturing industry, mineral resources and Energy, and tourism and culture.
- 4) Decent work agenda
- 5) Labour market information system, occupational safety and health, and other cross cutting issues, gender, HIV and people with disabilities.

The National Content law was also approved focusing in particular on the paragraph requiring the organization of social dialogue between investors and local communities on matters like skills development, employment, corporate responsibility and community well-being.

The dissemination of the Employment Policy and capacity building measures aiming of Tripartite Labour Council (CCT) and Workers Unions have been concluded. With funding from matching funds JP has been conducting institutional capacity building activities in local Business Service Centres (CSN) including producing a new CSN user manual.

The UNDP has conducted capacity-building of NGO CESC, who are expected to implement community development work, which has yet to start. Capacity building has also included managing the community development fund in partnership with Cooperativa para Terras Comunitárias and the Community development.

JP outcome 4: principal achievements

With regard to JP output 4.1: JP successfully conducted a baseline study, which fed into programme strategy and design. JP also produced a monitoring plan and issued four monitoring reports, which were discussed during NSC meetings. The end-of-programme evaluation is currently underway.

Programme information was disseminated to all stakeholders and the public; an employment website, was created, and a national dialogue on employment initiated, including policy development and business to business links.

- **Qualitative assessment:** Provide a qualitative assessment of the level of overall achievement of the Programme. Highlight key partnerships and explain how such relationships impacted on the achievement of results. Explain cross-cutting issues pertinent to the results being reported on. Has the funding provided by the MPTF/JP to the programme been catalytic in attracting funding or other

resources from other donors? If so, please elaborate. For Joint Programmes, highlight how UN coordination has been affected in support of achievement of results.

The program was well received by the government and the main stakeholders because of the importance of jobs creation and support to Small and Medium Enterprises in provinces interested by new way of doing business brought by Multinational Companies.

The implementation of the SPX programme evolved from greater reliance on external expertise to the transfer and consolidation of capacity within the implementation partner, the CPI in this case. In addition the financial support provided by SPX to the CPI to cover the roll out and remunerations is gradually shifting to State funding, as the IP successfully managed to insert SPX within the scope and the core of business linkages department. District Business Centers are embedded in district government's structure, within the district economic activities Services unit. A focal point is assigned by this Unit to district Business centers. Most of the value chain activities are prioritized and budgeted by local governments and communities. One example is the use of "7 Milhões" (rotational fund allocated to the districts by the Central government) as a way to contribute to business development and employment creation. The Government showed also a great commitment in the elaboration of the employment policy funding the process with more than 200,000 USD so far. During the program the agencies were able to provide internal and external funds from different sources, the ILO was able to raise 9 Million USD for the implementation of a new project with a focus on the implementation of the Employment Policy drafted thanks to the Joint Program. The new project is continuing the activities of linkages SMEs with the Multinational companies working in the extractive Industry in Cabo Delgado with a focus on the promotion of cooperatives able to supply food to the catering companies serving the EI.

The environment where the UNJP was implemented was particularly challenging for working women and women entrepreneurs. It is rare to find companies with women constituting more than 10% of its workforce in spite of evidence that they take better care of equipment, better enforce health and security standards which are vital elements for business efficiency. To address this issue the UNJP stressed the importance of the participation of women in the training. The training implemented by INEFP and ILO had a participation of women between 30% and 55%. ILO designed and implemented a specific course on Women in the extractive industry value chains to promote women empowerment and women entrepreneurs. Unfortunately the participation of women (15%) and youth (26%) in the management of SMEs catalogued by SPX is still low. These two groups enjoy less access to skills development opportunities, information and knowledge in general. UNIDO worked together with the JP agencies to revert the current scenario and will continue to put efforts on this in the future projects with CPI.

The UNDP found huge inequality/low level of women participation in business related issue, particularly having access to the business centre. The UNJP succeeded to increase women participation in the business centres activities from zero women-led company to 10. This was possible thanks to the involvement of women in training workshops.

The engagement between the public and the private sector was positive despite the little involvement of the Multinational Enterprises because of the lack of clarity in their investment plan. Anadarko financed training in collaboration with INEFP and the UNJP, the private sector participated in the mission to Italy with the Vice-President of the Employers' confederation. The SPX entailed substantive collaboration between the investment promotion center (CPI) and the private sector, including those multinationals pivoting major megaprojects in Mozambique. A market linkages forum was organized to establish links between local companies and local agriculture producers in Montepuez district in Cabo Delgado Province. As a result of this initiative, local and international mining companies such as Ruby Mining and Grafex showed are supporting local supply. The opportunities for business linkages identified will be further supported by the

district business centers and by joint work involving, UNDP, ILO and UNIDO. On this note, the coordination among the agencies with the supervision and coordination from the Resident Coordinator showed a great effectiveness. The agencies were able to bring together their expertise and, most important, their respective government partners. The government agencies benefitted from the exchange of information among them and between the central and the provincial level.

ii) Indicator Based Performance Assessment:

Using the **Programme Results Framework from the Project Document / AWP**s - provide details of the achievement of indicators at both the output and outcome level in the table below. Where it has not been possible to collect data on indicators, clear explanation should be given explaining why.

	<u>Achieved</u> Indicator Targets	Reasons for Variance with Planned Target (if any)	Source of Verification
Outcome 1⁹ Indicator: Baseline: Planned Target:	An improved and more egalitarian workforce with vocational skills and competencies have improved employability opportunities in Extractive Industries firms and in SMEs operating in value chains feeding into the EI sector		
Output 1.1 Indicator 1.1.1 # of skills gap analysis done and disseminated for technical professions Baseline: 0 Planned Target: 1	# of skills gap analysis done and disseminated for technical professions	The skills gap analysis was conducted in collaboration with the ILO project “Skills for Employment and Productivity in Low-Income Countries”, the analysis therefore is broader than planned and encompasses different professions	Monitoring report and documentation
Output 1.2 Indicator 1.2.1 Nr of skills training for INEP schools organized. Degree of satisfaction by training participants on new skills acquired Baseline: 50% of participants are fully satisfied	10 new skills training for INEP schools organized		Post-training evaluation conducted by INEFP

⁹ Note: Outcomes, outputs, indicators and targets should be **as outlines in the Project Document** so that you report on your **actual achievements against planned targets**. Add rows as required for Outcome 2, 3 etc.

<p>Planned Target: Target: 90% of participants are fully satisfied</p>			
<p>Output 1.3 Implementation of the mining policy and its HR component actively enhances local employment opportunities</p> <p>Indicator 1.3.1 3 training sessions conducted on extractive industries and policies to enhance human development and employment</p> <p>Baseline: 0 Planned Target: 3 training</p>	<p>Mineral Resources Policy And Strategy Implementation Plan (PI PERM) approved. Draft of the Local Content Policy (LCP= submitted to the council of Ministers. 233 people were involved in training and consultation on the LCP process</p>	<p>Due to political issues the approval of the local content law was frequently postponed. However now it is in its final approval stage.</p>	<p>Monitoring report and documentation</p>
<p>Output 1.4 Enhanced public awareness of, and transparency in the promotion of local employment opportunities in relation to extractive industries</p> <p>Indicator 1.4.1 20% of community's members are fully aware of employment procedures for EI operating in their area</p> <p>Baseline: 0 Planned Target: 20% of community's members are fully aware of employment procedures for EI operating in their area</p>	<p>Three EITI (Extractive Industry Transparency Initiative in Cabo Delgado (50 participants) and Nampula (80 participants) workshops organized to disseminate country annual report A study trip was organized to Chile considered the best practice with regards of LCP. CESC (Centro de Aprendizagem e Capacitação da Sociedade Civil) supported by UNDP to engage with Community based organizations in the monitoring of local service delivery. CESC engaged in a CSO consortium composed by three</p>		<p>Monitoring report and documentation</p>

	<p>Other CSOs: FDC (Fundação para o Desenvolvimento da Comunidade); CTCCOOP (Cooperativa para Terras Comunitárias) and LEXTERRA providing technical support; within this context a study and a communication strategy were conducted to assess both the functioning of the community development funds with regards to the land and Natural Resources revenues, particularly in EI and the opportunity for the CSO intervention in this area.</p>		
<p>Outcome 2.: An improved and more egalitarian workforce with vocational skills and competencies have improved employability opportunities in Extractive Industries firms and in SMEs operating in value chains feeding into the EI sector.</p> <p>Indicator: Baseline:</p> <p>Planned Target: Creation of at least 1,500 direct jobs and 1,500 indirect jobs, of which at least 50 per cent will be for women and at least 25 per cent for young men and girls.</p>	<p>Based on the premises that for the SPX component there may be some difficulty in determining the specific impact, in terms of employment and turnover, nevertheless, there is evidence suggesting that SPX services have contributed to create the right conditions for the realization of positive vertical linkages between buyers and suppliers. These same linkages, potentially lead to business orders and improved enterprise performance:</p> <ul style="list-style-type: none"> - 13% of SPX SME firms may have registered an overall negative performance, as having reported failure to establish new subcontracting linkages with buyers for the past 3 years. - 62% of SPX SME reported a 		<ul style="list-style-type: none"> - SPX Mozambique Indicator Assessment (UNIDO, 2017) - SPX Mozambique Progress Report Assessment (CPI, 2016) - SPX Mozambique Final Report Assessment (CPI, 2017)

	<p>moderate performance resulting from achievements in establishing new subcontracting linkages, generation of new business and business orders increase.</p> <ul style="list-style-type: none"> - 25% of firms have successfully managed to establish new subcontracting linkages, generated new business and have registered increases in business orders, reflected in higher value of domestic market sales. In the majority of cases, this situation has led to job creation. As a consequence this group of SME reported positive performance. 		
<p>Output 2.1: Enhanced business linkages between large buyers and SME</p> <p>Indicator 2.1.1</p> <p>Baseline:</p> <p>Planned Target:</p> <ul style="list-style-type: none"> - No. of SMEs profiled in different parts of the country and in selected Provinces, disaggregated by sex of owner/manager (target: 400) - No. of buyers permanently attached to the Programme and routing some of their procurement requirements via the SPX Centre (target: 10) <p>No. of successful match-makings (target: 10)</p>	<ul style="list-style-type: none"> - 472 company profiles uploaded on the SPX MIS: <ul style="list-style-type: none"> - Maputo 250; - Nampula 46; - C. Delgado 15; - Tete 54; - Zambezia 22; - Sofala 48; - Niassa 18; - Manica 19. <p>NB: Exceeded in 72 companies (18%)</p> <ul style="list-style-type: none"> - 6 buyers (incl. Mozal, Portucel, Plama, Vale, Kenmare). NB: Only 60% of planned buyers achieved. Other 15 buyers engaged in the Programme 	<ul style="list-style-type: none"> - Activities agreed to be executed by CPI with UNIDO support were reviewed in October 2015 and rescheduled to end by April 2016 - The SPX Centre has agreed with UNIDO to stop the Profiling activity in order to improve data quality of the enterprise profiles. The focus of SPX work is now to increase the number of companies benefiting from the SPX Benchmarking services, maximize possibilities of matchmaking through renewed effort to engage more Buyer Firms through SPX Buyers' engagement methods and increase SPX sensitization 	

	<ul style="list-style-type: none"> - 129 1st order matchmaking between buyers and suppliers. N.B: SPX –serviced suppliers accounted for 5% of the total supplier pool and 6% of total local spend of the 6 permanent buyers engaged. Based on conservative estimates of per capita spend, it is estimated that on aggregate SPX linked subcontracting amounted to an aggregate total of 4.5 million USD over the same period. 	<p>through various media channels including web page development.</p> <ul style="list-style-type: none"> - Remoteness of Moma site - Impact of global economic recession on oil and gas and mining sectors - Cost-effectiveness of workforce, supplies and operations - Expanding the pool of buyers beyond MOZAL, Kenmare, VALE etc. requires permanent sensitization and outreach 	
<p>Output 2. 2: Promotion of inward foreign direct investment for technology and equity provision to local subcontractors with upgrading requirements</p> <p>Indicator 2.2.1</p> <p>Baseline:</p> <p>Planned Target:</p> <ul style="list-style-type: none"> - No. of companies benchmarked (target: 40) - No. of cumulative B2B meetings held with potential foreign investors (target: 50 B2B cumulative meetings) 	<ul style="list-style-type: none"> - 69 companies benchmarked - Shortlisted 35 companies: <ul style="list-style-type: none"> - 3 domestic companies linked to South African buyers as part of CPI’s endeavor for international matchmaking - Facilitation of 1 foreign investment through joint venture between a German and a Mozambican company, from investment opportunity lead generated in Hannover Messe 2017. - 16 SPX companies linked to European Investment Bank (EIB) initiatives in Sofala Province in October 2016. - 15 SPX companies promoted at the PIGA event in 2016. The companies had B2B meetings in Guangzhou, P.R. of China, the majority of which signed MOU with the Chinese counter-parts. 	<ul style="list-style-type: none"> - Identification of suitable candidates with basic knowledge of RECP principles - Readiness and commitment of SMEs enrolled in SPX to participate in training events - Reliance on foreign expertise and language barriers 	

	<p>Under the PIGA framework, a B2B event is planned to be held in Changchun in September 2017 and 10 to 15 Mozambican companies (SPX serviced companies) are expected to attend the event.</p>		
<p>Output 2.3: Strengthened investment promotion capacity at district level through enhancing the capacities of the ‘one stop shops’</p> <p>Indicator 2.3.1</p> <p>Baseline: Planned Target:</p> <ul style="list-style-type: none"> - No. of existing BAU upgraded and trained to provide additional business services and support business linkages (target: 4) - No. of agro-processing business accepted in MNEs supply chains (target: 4) 	<ul style="list-style-type: none"> - 3 BAUs (Nampula, Pemba and Montepuez) directly targeted by project capacity building: <ul style="list-style-type: none"> - SPX-BAU workshop held in Nampula - 2 BAU officers (from Nampula and Pemba) trained on enterprise growth in Maputo - UNIDO-DASP joint mission, with 2 senior officers from DASP and BAU-Maputo, for the assessment of BAUs in Cabo Delgado <p>NB: adverse socio-economic events prevented effective linkages between agro-processing business and MNEs supply chains</p>	<ul style="list-style-type: none"> - Expanding the number of new benchmarking according to SPX standards in line with the buyer opportunities emanating from a more intensive Buyer Engagement methodology adopted by the SPX Team - Institutional commitment and high turnover of trainees - Practice and use of COMFAR in real-life project feasibility and appraisal - Requests for delivery of COMFAR to designated civil servants in all provinces - Timely confirmations by SMEs, since travel and exhibition costs for private sector not supported by UNIDO 	
<p>Output 2.4: Established resource-efficient and environmentally sustainable small supplier’s procedures.</p> <p>Indicator 2.4.1</p> <p>Baseline: Planned Target:</p>	<ul style="list-style-type: none"> - 4 SPX companies assessed: <ul style="list-style-type: none"> - Maeva; - Topack; - Star Plastic; - Ricardo Catering - 10 non-SPX companies assessed: <ul style="list-style-type: none"> - IATA; 	<ul style="list-style-type: none"> - coordination 	

<ul style="list-style-type: none"> - No. of companies audited for RECP (target: 40) - No. of qualified national trainers disaggregated by sex (target: 10) 	<ul style="list-style-type: none"> - IMAL; - Makate; - Molaço; - Autrased Lda; - ISG-Omega; - Riplex; - Cerâmica Chuta; - MODET Lda <p>NB: 35% of planned RECP company assessments</p> <ul style="list-style-type: none"> - 80 national consultants and company representatives trained as RECP facilitators: <ul style="list-style-type: none"> - 1 from CPI, Nampula - 3 from CPI, Maputo - 13 from SPX (private sector), Nampula - 21 national consultants from SPX (private sector), Maputo - 14 from UEM, Maputo - 9 from ESHTI, Inhambane - 19 from (MITADER, MIREME, MASA and Matola Municipality <p>N.B: Exceeded in 70 companies (700%)</p>		
<p>Outcome 3¹⁰ Indicator: Baseline: Planned Target:</p>	<p>MNEs in the extractive industries comply with local content policies, environmental friendly sustainable business practices, and apply gender and age sensitive recruitment policies to hire nationals</p>		

¹⁰ Note: Outcomes, outputs, indicators and targets should be as outlines in the Project Document so that you report on your actual achievements against planned targets. Add rows as required for Outcome 2, 3 etc.

<p>Output 3.1 Indicator 3.1.1 Employment Action Plan outlines roles and responsibilities of government and social partners</p> <p>Baseline: 0 Planned Target: 1</p>	<p>1 National employment policy</p>	<p>After a request from the Ministry of Labour the project supported the elaboration of a national employment policy instead of an action plan. The national employment policy has a strong focus on jobs creation with linkages to the extractive industry</p>	<p>The National Employment Policy was approved by the Council of Ministry on 9/09/2016</p>
<p>Output 3.2 Indicator 3.2.1 Tripartite jobs pact with collective action of EI partners for employment creation</p> <p>Baseline: 0 Planned Target: 1</p>	<p>1 National employment policy</p>	<p>As for the employment plan also for the tripartite jobs pact the partners requested to use the funds for the elaboration of the employment policy. It was actually impossible to have a tripartite jobs pact in a situation where the multinational enterprises stopped their investment because of the reduction of the price of the commodities and the country financial crisis</p>	
<p>Output 3.3 LEDAs and promotion of local employment opportunities are integrated into local development policies and plans at provincial, district and municipal level</p> <p>Indicator 3.3.1 # of local and gender sensitive development plans integrated at provincial. District and municipal level</p> <p>Baseline: zero Planned Target: 3 per province</p>		<p>Because of funds constraint to support the provincial local development agencies, the focus was only on output 3.4 which relates to EI related district business centers selected within the project scope, particularly Nacala District in Nampula province and Montepuez and Palma districts in Cabo Delgado province</p>	<p>Monitoring report and documentation</p>

<p>Output 3.4</p> <p>Integrated gender friendly business services</p> <p>Indicator 3.4.1</p> <p>Quality of integrated and gender sensitive business services support</p> <p>Baseline: Zero Planned Target: 9 Business Services Centers established and functioning to provide market information, skills training, opportunities for business incubation, technical assistance and coordination in 9 districts</p>	<p>3 District Business Centres (DBC) established in the 3 extractive industries interested districts of Montepuez, Palma, in Cabo Delgado province, and Nacala in Nampula Province. Value chains identified in the area of tourism in Palma and of agriculture in Montepuez district in Cabo Delgado.</p>	<p>In result of the project intervention market linkages were established involving 4 vegetable producers in the districts of Palma and montepuez and companies. 4 micro-enterprises, belonging to 13 agricultural and livestock entrepreneurs and the service area, licensed and in operation, in Cabo Delgado;</p>	<p>Program documentation produced and available</p>
<p>Outcome 4¹¹ Indicator: Baseline: Planned Target:</p>	<p>Decision makers, national and internationally, have better access to data for formulating job creating measures and strategies in relation to Extractive Industries</p>		
<p>Output 4.1</p> <p>Indicator 4.1.1 The Project is based on a solid qualitative and qualitative data management approach able to assess progressive achievements in identifies outputs and Outcomes.</p> <p>Baseline: 0 Planned Target: 1 baseline studies and 1 impact assessment evaluation</p>	<p>1 baseline studies and 1 impact assessment evaluation</p>		<p>Program documentation produced and available</p>

¹¹ Note: Outcomes, outputs, indicators and targets should be as outlines in the Project Document so that you report on your actual achievements against planned targets. Add rows as required for Outcome 2, 3 etc.

<p>Output 4.2</p> <p>Indicator 4.2.1 Partners and stakeholders are informed about the programme's objectives, approach, lessons learnt and results. Awareness is raised on employment related issues, and corporate businesses and government take responsible and informed decisions towards sustainable job creation.</p> <p>Baseline:</p> <p>Planned Target: Targets designed in the advocacy and communication strategy</p>	<p>1 website available, success stories video produced, knowledge sharing through interviews and participation in TV and radio program</p>		<p>Program documentation produced and available</p>
---	--	--	---

iii) Evaluation, Best Practices and Lessons Learned

- Report on any assessments, evaluations or studies undertaken relating to the programme and how they were used during implementation. Has there been a final project evaluation and what are the key findings? Provide reasons if no programme evaluation have been done yet?

A final evaluation was concluded in April 2018 and shared with the stakeholders and the SDG-F secretariat. The main key findings are the following:

- **Relevance and Strategic Fit**

The overall development objective of the Programme - job creation and improvements to value chain linkages around EI - is very much in line with the problem analysis, national and international policy priorities and UN priorities related to the extractive industries.

- **Validity of programme strategy and design**

The JP's multisectoral development strategy tackled labour demand and supply side aspects, as well as institutional and legal aspects, building on baseline recommendations. Activities designed around existing initiatives made this a good example of a Joint Programme that exploits the competitive advantages of each UN agency while aligning itself snugly with country programmes implemented by the three participating UN agencies and its national partners

- **Effectiveness of Management Arrangements**

An overwhelming majority of respondents described overall management arrangement and governance to be good, and felt that management served JP implementation effectively

- **Project Progress and Effectiveness**

The JP's intervention logic was based on the hypothesis that EI MNEs starting up in the target area would, under influence of the JP, comply with local content norms and create a positive effect on jobs and businesses in the local economy, which could be recorded. A major setback occurred when two MNEs expected to initiate operations rescheduled their plans.

- **Impact Orientation & Sustainability**

The JP was based on a sound participatory local development plan anchored on a 'sustainable enterprise' approach that is a proven good practice to boost environmental, economic and social SDGs. goals the programme achieved an open and multi-directional dialogue between all the actors involved. Whether initiatives started by the JP activities will be sustainable beyond its active programme life remains to be seen, the foundations appear to be sound although stakeholders evaluate local agencies as 'rather weak' in terms of their economic development capacity.

- Explain challenges such as delays in programme implementation, and the nature of the constraints such as management arrangements, human resources etc. What actions were taken to mitigate these challenges? How did such challenges and actions impact on the overall achievement of results? Have any of the risks identified during the project design materialized or were there unidentified risks that came up?

As mentioned above the program was negatively impacted by the decision of the two main Oil and Gas Companies (Eni and Anadarko) to stop the activities because of the drop in the cost of commodities and other external financial factors. This development forced the JP to reorient its activities and targets. Since the

timeframe of the program was quite short and the resources allocated relatively small the program was not able to achieve all the results planned. Unfortunately other main players like the Government of Mozambique, financial institutions and large companies made the same miscalculations of rely too much on the starting of the Extractive Industry operation in the short term and this was a risk not taken into account properly at the time of the design of the project.

- Report key lessons learned and best practices that would facilitate future programme design and implementation, including issues related to management arrangements, human resources, resources, etc. Please also include experiences of failure, which often are the richest source of lessons learned.

The following main key lessons learned taken from the final evaluation represent a mix of what it worked and what can be improved in the future project design and implementation.

1. The capacity to adapt and adjust adjusting programme components, including strategy, programme targets and outputs, to fit changing or unique conditions is a crucial factor for Joint Programme success.
2. The capacity to learn and change is a crucial sign of programme management expertise, as is keeping outcome and output goals in strict logical coherence.
3. All changes made to programme design or targets must be documented in all programme documents, with an active commitment to regular updates.
4. The value of conducting a comprehensive risk assessment should not be underestimated especially when a programme is structured around private sector timetables and investment decisions.
5. Institutional capacity development is a key condition for strengthening broad-based buy-in and support from stakeholders, and for impact sustainability.

iv) A Specific Story (Optional)

The UN Joint Program produced videos with success stories that will be shared via dropbox