E4D/SOGA
EMPLOYMENT AND SKILLS FOR EASTERN AFRICA

Tracking Interventions, Progress & Impact
June 2018

Implemented by: jointly funded by:
E4D/SOGA – Employment and Skills for Eastern Africa
is an innovative public-private partnership

OUR VISION

To expand the benefits for local people from natural resource investments in Eastern Africa by improving their access to skilled jobs and economic opportunities.

To partner with companies to contribute to sustainable socio-economic development and to meet local training, employment and procurement needs cost-effectively.

Partner countries
Kenya, Mozambique, Tanzania, Uganda

Target sectors
Extractives, construction and maintenance, logistics, manufacturing, food industry and others

Project term
2015 – 2019

Funded by
German Federal Ministry for Economic Cooperation and Development (BMZ), UK Department for International Development (DFID), Norwegian Agency for Development Cooperation (Norad), Royal Dutch Shell, the European Union, Rio Tinto and Tullow Oil

Implemented by
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

E4D/SOGA is part of the wider Employment for Sustainable Development in Africa (E4D) programme, operating in seven African countries

Total budget of E4D € 71.2 million

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The commitment to this goal has guided us in 2017, a year in which we saw our activities bear fruit. Through the support of E4D/SOGA, more than 31,900 people have received training or are currently enrolled in training courses, and a total of 6,199 people have secured sustainable employment.

In pursuit of our goal, we collaborate with governments, development organisations and training providers as well as with international and domestic companies. In 2017, we established seven new partnerships with the private sector, including with multinational companies such as Rio Tinto and Tullow Oil.

The collaboration with the private sector has been a key feature of E4D/SOGA since its inception and continues to drive our activities on the ground. We believe that only by teaming up with government and industry partners we will be able to increase the employment prospects of local populations.

This report offers an overview of the activities of E4D/SOGA, as well as insights from the first three years of the programme. I hope you enjoy the read!

I look forward to further collaboration with existing and new partners.

Sonja Palm, Programme Director
"You must either modify your dreams or magnify your skills"
Natural resource discoveries in Kenya, Mozambique, Tanzania and Uganda offer a new source of revenue for advancing human development and supporting countries on the path to self-sufficiency. The resulting investment in infrastructure such as ports, pipelines and renewable energy projects boosts economic growth and employment across the region.

These developments have created a significant demand for local workers in these four countries. Yet this opportunity for increased employment in the region is hampered by a lack of appropriate skills among the local population. Limited availability of technical vocational education and training (TVET) that is insufficiently matched to industry requirements, widens the skills gap at the local level. Associated services such as work placements, employment services and business support are also rarely available. The situation is exacerbated by local businesses’ lack of competitiveness.

E4D/SOGA responds to these challenges by promoting local employment and addressing skills gaps in natural resource-based industries and related sectors in the four partner countries Kenya, Mozambique, Tanzania and Uganda.

It also offers support services to small and medium enterprises (SMEs) to improve the overall capacity of the local supply base and service providers in the four countries. The programme is funded by BMZ, DFID, the Norwegian Agency for Development Cooperation (Norad), the European Union, Royal Dutch Shell, Rio Tinto, Tullow Oil, Quoniam and KOICA, and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

E4D/SOGA adopts a flexible approach: investment in the natural resources industry is expected to stimulate job creation in other sectors as well. The programme focuses specifically on construction skills that can easily be transferred to other branches of the economy. This broadens the range of employment opportunities to react to international investment opportunities in the natural resource industry and adjacent sectors.

“Our vision is to put 23,000 local people in Kenya, Mozambique, Tanzania and Uganda into jobs by 2019, and to increase the income of those we reach by an average of 10%.”
Investment in natural resources is considered to be a catalyst for economic and employment growth in East Africa. Therefore, international companies from the natural resource and related sectors, and their associated suppliers, are closely involved in the initiative so that curricula, training and standards match the industry’s market and skills demand.

The initiative has three areas of engagement: enterprise development, skills development and matching graduates with potential employers. E4D/SOGA works closely with the international and local private sector, host governments, local training institutions and other stakeholders on these three areas, as following:

E4D/SOGA´S THREE AREAS OF ENGAGEMENT

1. Enterprise Development
   E4D/SOGA assists local enterprises to increase their productivity as providers of goods and services in the supply chains of natural resource-based industries. By enhancing the competitiveness of entrepreneurs and small and medium-sized local enterprises in various sectors, E4D/SOGA enables local businesses to meet the growing demand for suppliers and services, thereby stimulating economic growth.

2. Skills Development
   E4D/SOGA aims to ensure that people have the right skills and information to find sustainable employment in sectors relevant to the supply chain of the natural resource-based industry. The skills development approach focuses on improving the provision of training courses on demand-driven technical skills and on transferable life skills such as communication, work ethics, and health and safety on the job.

3. Matching
   E4D/SOGA employs a number of approaches to match young people with available jobs. Some young people gain formal employment upon completing their internships and industry placements, either in the host company or in related companies. In other contexts, builds the capacity of vocational training centres (VTCs) and public employment centres so that they could better match their trainees and clients with jobs.
31,900 people have completed or are currently enrolled in E4D/SOGA-supported training courses.

6,199 people, of whom 37% are women and 28% are youth, have secured sustainable employment as a result of the E4D/SOGA programme.

33.7% is the average income increase of people who benefited from E4D/SOGA’s skills development measures.

18 public-private partnerships for skills and business development have been established so far, ensuring that E4D/SOGA’s interventions are demand-based. Partners include multinational companies such as Rio Tinto and Total, financial institutions like Barclays Bank of Uganda and Kenya Commercial Bank Foundation, and local business associations such as Kenya’s Association of Manufacturers.

Nearly £18,700,000 of additional cash or in-kind contributions from the private and public sectors has been leveraged.

104 medium and small-sized enterprises have been supported to increase their overall revenue and competitiveness, leading to the creation of 1,250 jobs.

Over 2,336 people, of whom 22% are female and 75% are youth, received information from local or national labour-market matching services, including advice on job applications, interview processes and internship opportunities.
LEADING THE FIELD IN SKILLS AND ENTERPRISE DEVELOPMENT

The results achieved in 2017 show the effectiveness of E4D/SOGA’s employment promotion approach. By combining skills development with enterprise development and establishing matching mechanisms, E4D/SOGA-supported partnerships have succeeded in bringing a total of 6,199 people into sustainable employment.

E4D/SOGA established seven new partnerships with multinational companies, such as Rio Tinto and Tullow Oil, and is currently operating 18 public-private partnerships across the region. By virtue of its experience working with private and public partners and its continuous testing of new strategies and models of cooperation for skills and enterprise development, E4D/SOGA has been able to develop improved practices that make it possible to replicate and scale-up existing projects.

The expertise E4D/SOGA has acquired through in-depth analysis on everything from qualifications framework to transferability of skills has been disseminated to maximize its value; E4D/SOGA concept papers on Work Readiness and Supplier Development have been distributed to partners and relevant stakeholders to allow them to benefit from the gained knowledge.

“We are expecting about 20 billion USD of investment over the next three to five years in our oil and gas sector. This sector is expected to create over 160,000 direct, indirect and induced jobs. However, in order to benefit from the international investments our people need to have the right skills. E4D/SOGA is the perfect partner to help us provide our workforce with the right skills at the right time.”

James Musherure, former Head of the National Content Unit in Uganda’s Ministry of Energy and Mineral Development.
JOIN THE INITIATIVE

Are you a company investing in the natural resources or renewable energy sectors in Kenya, Mozambique, Tanzania or Uganda and have difficulties finding skilled workers and local suppliers?

E4D/SOGA has solutions. We provide tangible benefits to the private sector, to host governments and to local communities alike. E4D/SOGA accelerates the availability of skilled local labour and local suppliers by ensuring that curricula and training schemes match the industry’s skill requirements and standards. Through collaboration with E4D/SOGA and its partners, the industry contributes to the creation of high-quality workforce, and gains a strengthened ‘social licence to operate’. E4D/SOGA welcomes potential partners from the public or private sector who are interested in contributing funds or expertise to this initiative in order to make a positive impact on local employment.

How we work with you

E4D/SOGA is cooperating with public and private sector partners in various way. Depending on the partners’ profiles and the nature of the joint activity, we offer four types of partnership agreements:

1. Development partnerships with the private sector are based on a contract that includes terms of reference, a project outline and a budget detailing the contributions of each side.

2. Memorandums of understanding and letters of intent serve as an umbrella agreement setting out joint objectives and activities. These do not usually include financial contributions.

3. Grant agreements specify direct financial contributions to GIZ, unlike development partnerships and memorandums, where each party manages its own financial or in-kind contributions.

4. Strategic cooperation is an agreement to support companies’ participation in industry roundtables, country-specific steering board meetings, career fairs, curriculum verifications and internship placements.
BUILDING INDUSTRY PARTNERSHIPS, SUPPORTING LOCAL ENTERPRISES AND DEVELOPING SKILLS

We work with industry partners on the following levels:

Level 1
Developers of megaprojects in natural resources and renewable energy sectors, such as power plants, wind parks, refineries, pipelines and petrochemical complexes
Examples: multinational oil companies, other multinationals, international financial institutions and banks

Level 2
Engineering, design, procurement and construction managers
Examples: international engineering procurement and construction (EPC) contractors, engineering consultants

Level 3
National or international contractors for project implementation phase
Examples: construction, transport, logistics, catering companies

Level 4
Local suppliers of goods and services
Examples: cleaning services, manufacturers of workwear

Relationships with Level 1 international investors, particularly in the context of natural-resource investments or infrastructure projects, have proven to be key. While at this level the direct employment effect is low (international investors usually hire highly qualified staff with highly specialised technical and management skills), the international investors do strongly support long-term employment promotion in the context of local content commitments and long-term engagement in a country. These partnerships are key for political and strategic reasons, and they can include concrete commitments to subcontractors as well. Therefore, these companies are often part of E4D/SOGA's national steering committees or advisory groups. In 2017, E4D/SOGA continued to work closely with several international companies in the natural resource sector, including Shell, Tullow Oil, Total E&P and Rio Tinto.

Company engagement with Level 2 and Level 3 is more operational and focuses on specific skills or supplier development projects that are directly linked to an investment or a project of a company, its human resources or its direct procurement needs. These cooperation models have well-defined and time-bound objectives (i.e. jointly training a certain number of heavy goods vehicle drivers).

Level 3 and Level 4 companies can be partners as well as beneficiaries of E4D/SOGA interventions. In Uganda, for example, E4D/SOGA has worked with member companies of the Association of Uganda Oil and Gas Providers (AUGOS) to enable them to win international contracts from EPCs or oil and gas companies. Many of the suppliers awarded international tenders will themselves employ people and award subcontracts for goods and services locally and are therefore important partners for E4D/SOGA.

Since the start of the project, E4D/SOGA has already entered into 18 partnership arrangements with the private sector, which often involve more than one company.
Selection of E4D/SOGA partner companies:

**Uganda**
- SafeWayRightWay coalition (Total, Tullow Oil, CNOOC, Bollore Logistics, Toyota, Hima Cement, Schlumberger, GP Advocates)
- Barclays Bank
- Total E&P
- E360
- SAP

**Kenya**
- Shell
- Kenya Commercial Bank Foundation (KCBF)
- Tullow Oil
- Base Titanium
- Kenya Association of Manufacturers (KAM)
- Invest in Africa
- Housing Finance Foundation
- Quoniam

**Tanzania**
- Jumeme
- LNG plant project joint venture partners such as Shell and Statoil
- Industry partners such as BAM International, Estim Construction, Sumitomo Mitsui Construction, Tanzania Electric Supply Company and Dangote have provided internships and jobs
- Food value chain industry partners

**Mozambique**
- Rio Tinto
- Anadarko
- CCS (CB&I, Chiyoda Corp. & Saipem) Joint Venture
- Capital Africa/Ascending

“Shell is a proud partner of E4D/SOGA because the programme plays a vital role in supporting employment promotion and broader economic impacts in four East African countries. E4D/SOGA’s approach of facilitating cooperation between private industries, training institutions and government is very successful in enabling the local population to benefit from international investments. The programme’s focus on transferable skills, which can be applied in other sectors of the economy, promotes long-term economic diversification and growth and is a model which can be replicated in other regions”.

Marina d’Engelbronner-Kolff, PTE Local Content and Enterprise Development, Shell International
International investors and industries depend on local suppliers and service providers for everything, from construction to technical support to catering, but many local companies do not yet meet the standards of international investors and therefore miss out on these business opportunities. By enhancing the competitiveness of entrepreneurs and small and medium-sized enterprises in various sectors, E4D/SOGA enables local businesses to meet the growing demand for suppliers and services, hereby stimulating economic growth in the four partner countries.

In 2017, E4D/SOGA continued its support of small and medium-sized enterprises that provide technical goods and services in natural resources and adjacent sectors. Jointly with lead businesses, the programme has supported 104 such enterprises, and these enterprises have concluded 128 supplier agreements.

Furthermore, E4D/SOGA has continued its support of micro and small-sized enterprises that provide (mainly) agricultural goods and products. The programme helps local entrepreneurs and enterprises improve the quality of their products and increase production quantity to grow their chances of integrating in the food supply chains of the emerging natural resource-based industries and adjacent sectors. E4D/SOGA, together with lead businesses, has supported 110 micro or small-sized farming businesses and 13,449 small-scale agriculture entrepreneurs. So far, 14 supplier agreements have been secured within the agricultural sector.

The feedback from participants of enterprise development trainings has been positive.

“The training we received as a company was great. It enabled us to maintain the momentum of the learning experience and gain practical tips on what the company could do better with regards to Health Safety & Environment.”

Olivia, Female quality manager, who participated in a supplier development training for natural resource-based industries in Uganda.

Supporting entrepreneurs and strengthening local suppliers is an effective way to stimulate economic growth in local communities. Therefore, around 35% of E4D/SOGA’s operational budget has been allocated to supplier development measures.
Some of the skills required in natural resources based industry or in infrastructure projects are specific and highly specialized, while some of the required skills are transferable, which means they can also be applied in other sectors of the economy. E4D/SOGA’s focuses on training of transferable skills to promote economic diversification, which contributes to long-term economic growth. Particular consideration is given to training women and young people, who generally find it more difficult to access formal employment.

So far, 31,900 people have been trained or are currently enrolled in E4D/SOGA supported courses. In 2017, important progress has been made in refining the skills training courses that are conducted through the support of E4D/SOGA. In line with industry demand, the focus has been placed on three different types of training:

- Technical long training courses
- Technical short courses
- Work readiness and life skills training

“There’s a dire lack of technical skills in Kenya, which is driven by the social stigma associated with technical and vocational jobs. It is therefore important that we correct this, and stamp out the common misconceptions on technical skills, letting young people know of the numerous career-boosting possibilities in technical jobs”

Phyllis Wakiaga, Chief Executive of the Kenya Association of Manufacturers (KAM), underlining the necessity for skills development

These trainings cover everything from technical vocational training to language skills to work ethics to on-the-job health and safety. The courses’ curricula are aligned with national standards and tailored to match realistic career options in the specific region where they are taught.

The topic of international certification has been a main issue in discussions between E4D/SOGA and partners from the industry and from the public sector because employers often prefer to hire workers who have been certified through an international assessment. A comparative analysis – conducted by E4D/SOGA in 2017 – on different certification mechanisms and institutions found that preference for particular certifying bodies differs between regions and sectors, particularly in regards to technical skills. There is general agreement among all stakeholders that international certification can be very relevant yet it is also expensive and its value must be considered carefully and on a case-by-case basis.
### OVERVIEW OF COURSES SUPPORTED

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<tr>
<th>ISCED-11 education levels</th>
<th>City &amp; Guilds levels</th>
<th>Tanzania</th>
<th>Uganda</th>
<th>Kenya</th>
<th>Mozambique</th>
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#### Levels relevant for E4D/SOGA

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<th>Short courses</th>
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<tr>
<td>- Mastercrafts(wo)men: upgrading on pedagogy</td>
<td>- Heavy vehicle drivers training</td>
<td>- Carpentry and joinery</td>
<td>- Bricklaying and concrete</td>
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<td>- Defensive driving refresher course</td>
<td>- Scaffolding</td>
<td>- Welding</td>
<td>- Welding and metal fabrication</td>
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<td>- Electrical installation</td>
<td>- Plumbing</td>
<td>- Electrical Installation</td>
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<tr>
<td>- Electrical Installation</td>
<td>- Hospitality and catering</td>
<td>- Motor vehicle mechanics</td>
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### Across countries and levels:
- Health, Safety and Environment (HSE) courses
- Work readiness programmes
- English language programme (in Mozambique: Portuguese)
- Entrepreneurship skills
“Through E4D/SOGA’s Youth Employment Enhancement Project (YEEP) I was trained in electrical engineering, welding and pipework. After I completed the YEEP course, I had all kinds of exciting options because I became internationally certified to work anywhere I want, whether in East Africa or farther abroad”

Jolly Kyomuhendo (26), a former welding student in Uganda, who participated in the Youth Employment Enhancement Project (YEEP) and is now working as a 3G welding instructor.
Easing the transition from training to work

“I can now turn my challenges into opportunities, and I am confident I can reach anywhere I want to be”

Yuster (25), a young Tanzanian woman who graduated from an electrical installation course, is one of more than a thousand people who have been trained through the Enhancing Employability through Vocational Training (EEVT 2) programme and have secured employment with the support of the Kazi connect career centres.

MATCHING

The experience of E4D/SOGA clearly indicates that training alone is not enough to boost employment. To ensure graduates of training courses find their way into jobs it is crucial to complement practical training with matching services. As the first cohorts of students trained through E4D/SOGA-supported courses graduated in late 2016 and in 2017, a stronger emphasis has been placed on establishing matching services that bring graduates into employment by connecting them with hiring companies. This is done through a number of measures, such as internships, job fairs and counselling on where to find job vacancies and how to write successful job applications.

Since E4D/SOGA is widely known within the natural resource sector in the regions in which it is engaged, it is well placed to act as a broker for potential workers and employers. One example is the Kazi Connect career centres in Tanzania, which were established in 2016. These career centres increased their visibility in 2017 by establishing collaborations with 61 additional companies, organising employability-training workshops and continuing to offer individual career counselling to graduates who need extra support to enhance their labour market competitiveness.

Overall, throughout all E4D/SOGA-supported initiatives, a total of 2,336 people, of whom 22.4% are women and 74.9% are youth, have benefited from matching services. Furthermore, 54.6% of the people who graduated from E4D/SOGA courses received an invitation to an interview for an internship or a job. E4D/SOGA-supported matching services will reach their full potential in 2018 when a much larger number of E4D/SOGA graduates will be ready to enter the job market.
### Tanzania

1. **Ukara Island**  
   Empowering women through better access to energy  
   **JUMEME**

2. **Dar es Salaam**  
   English language skills development  
   **British Council**

3. **Mtwara and Lindi**  
   Food value chain development  
   **Aga Khan Foundation**

4. **Mtwara and Lindi**  
   Enhancing employability through vocational training (EEVT 2)  
   **Shell, Voluntary Services Overseas (VSO), Vocational Educational and Training Authority (VETA)**

### Mozambique

1. **Cabo Delgado**  
   Literacy for skills training  
   **Associacao Progresso**

2. **Cabo Delgado**  
   Making school-leavers and drop-outs ready for the job market  
   **Mott MacDonald, Capital Africa, UX Information Technologies**

3. **Cabo Delgado**  
   Refresh & Upscale  
   Work Readiness Skills - phase II  
   **Ascending**

4. **Inhambane**  
   Responsible mining for a better future in Mozambique – phase II  
   **Rio Tinto Iron & Titanium**

### Uganda

1. **Hoima and Buliisa**  
   Creating jobs through business development and skills training for micro- and small enterprises (MSEs)  
   **Living Earth Uganda**

2. **Hoima**  
   International training and certification for young welders, electricians and scaffolders  
   **TASC/Q-Sourcing, St. Simon-Peter’s VTC, City & Guilds**

3. **Hoima and Kasese**  
   Upgrading vocational training institutes  
   **Voluntary Services Overseas (VSO)**

4. **Kampala**  
   HSE training and upgrading of 30 local companies – phase I  
   **E360, Astutis, Association of Uganda Oil and Gas Providers (AUGOS)**

5. **Kampala**  
   Bid management training for local suppliers – phase II  
   **E360**

6. **Kampala**  
   Skilling truck drivers and instructors according to industry needs  
   **Transaid, SafeWayRightWay**

7. **Kampala**  
   Ready to work programme – improving youth’s employment outcomes with work readiness skills and work exposure  
   **Barclays Bank of Uganda**

8. **Buikwe, Kayunga, Kamuli and Mukono**  
   Sustainable supply chain management  
   **Ugacof**

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**ON SITE:**  
**E4D/SOGA IN OPERATION**
Improving competitiveness of SMEs in the construction sectors
Kenya Federation of Master Builders (KFMB), Tullow Kenya, Shell Kenya, Invest in Africa (IIA)

Supporting employability of local population through literacy-numeracy and basic skills training
Tullow Kenya

Basic employability skills training for young people
CAP-YEI, Housing Finance Foundation

Improving the passion fruit value chain
Kevian Kenya

Promoting youth employment through technical human capital development
Kenya Association of Manufacturers (KAM)

Improving the employability and self employment of young people from the informal sector through skills and enterprise development
Kenya Commercial Bank Foundation (KCBF)

Establishing sustainable rural retail businesses to improve the supply of agricultural inputs for smallholder farmers
Sidai Africa Kenya

Rolling-out of competency based education and training in four occupations based on industry demand
Technical University of Kenya (TUK), Technical University of Mombasa (TUM), Quoniam

Increasing local content in the mining supply chain through SME development
Base Titanium
Kenya is the strongest economy in East Africa and has an abundance of largely untapped natural resources, including rare earth and other mineral deposits, which have attracted considerable interest from investors in the natural resource-based industries. The Kenyan Government is promoting large-scale infrastructure projects such as pipelines, ports and railways, thereby attracting additional investors. One of the Big 4 Agenda of the government is youth employment.

In this relation, E4D/SOGA Kenya focuses on demand driven skills development to increase the employability of young people, match job seekers with jobs in the labour markets and promote enterprise development to create jobs.

The main focus of the E4D/SOGA programme in Kenya during 2017 was strengthening existing collaboration with the private sector and creating new partnerships. While the ongoing partnerships with Shell, Tullow Oil, Base Titanium and Kenya Association of Manufacturers have been bearing fruits in terms of training and jobs, three additional partnerships were launched; with Kenya Commercial Bank Foundation (KCBF), Tullow Oil and Sidai.

E4D/SOGA’s strong focus on private-sector partnerships helps develop small and medium enterprises as suppliers of goods and services and supports start-ups that are establishing their own business. Beyond its focus on general technical training support, the E4D/SOGA Kenya programme targets vulnerable youth, particularly in the coastal regions. The programme has been successful in bringing vulnerable youth into jobs and improving their life perspective. The partnership with County Governments in Lamu, Kwale and Turkana and with the implementing organisation CAP-Youth Empowerment Institute was launched last year and has already supported 443 vulnerable youth into employment. Also in 2017, occupational standards, which E4D/SOGA developed with the participation of the industry, were approved by the Kenyan Curriculum Development, Assessment & Certification Council (CDACC) and can now be implemented nationwide.
“I started out as an intern in the company, and then I improved my skills in painting, wall plastering, tiles fitting and floor plastering. Now I am employed and saving my earnings to further my skills towards becoming a construction foreperson.”

Nuru (25) was hired by the Gulf Energy Construction company in Lamu after she completed a training course on building and construction offered by Lamu Polytechnic in cooperation with CAP-YEI in partnership with E4D/SOGA. The training she received built her confidence and allowed her to succeed in a male-dominated career.

In cooperation with Kenya Commercial Bank Foundation (KCBF), E4D/SOGA provides entrepreneurship and employability training for 4,000 youth in Kenya’s informal sector. Since August 2017, a total of 738 youth have graduated and received business incubation support.

Through the partnership with Kenya Association of Manufacturers (KAM), 749 graduates have been placed in three months-long practical training in the industry. So far, 101 graduates have secured employment.

A new partnership with Tullow Oil focuses on supporting the communities living near Tullow’s investment in Turkana County in Northern Kenya. This partnership aims to increase employability and income generation possibilities for locals through training courses on work readiness, functional literacy and numeracy, as well as on basic employability skills.
Mercy Marete grew up in a nomadic community in Kenya’s Isiolo County, where social norms deter women from pursuing technical professions. As a young adult, Mercy believed she was just as capable as the men around her, and she was determined to learn skills that will allow her to create a better future for herself.

Mercy was passionate about mechanical production so she chose to study mechanical engineering. She knew that in Kenya’s labour market there are a lot of job opportunities for people with technical skills, as a result of increasing governmental and private sector investments in infrastructure, industry and natural resource extraction. She studied three years at the National Industrial Training Authority, but following graduation no company hired her or offered an internship.

“Some [companies] told me they don’t employ ladies, others told me to settle for an office job,” Mercy said. “This left me very discouraged... there were moments when I felt like giving up.”

Finding work is a common challenge amongst young adults in Kenya, a country whose youth unemployment rate of 22% is the highest in East Africa. Female youth are particularly impacted because they face social barriers to accessing the technical professions that are increasingly available.

About a year after her graduation, Mercy heard about a new initiative that helps Kenyans who graduated from Technical and Vocational Education and Training (TVET) institutions find employment or internships in their desired profession. The “Promoting Youth Employment Through Technical Human Development” project was launched by E4D/SOGA in 2016.
in collaboration with the Kenya Association of Manufacturers (KAM), industry partners, TVET institutions, municipal authorities and government agencies. Craving an opportunity to make the most of her skills and provide food and support for her son, Mercy decided to apply.

Mercy was selected for the project and invited to take part in Work Readiness training in the city of Nakuru. There, Mercy and her fellow trainees were taught how to write a resume and prepare for job interviews, how to manage their own finances, and how to interact with co-workers and employers. They were also presented with exciting internship opportunities.

“We were exposed to Human Resource officials from different companies – four in total,” she said. “Through this project, we had an opportunity to prove ourselves.”

Mercy interned at Unga Farmcare, a leading manufacturer and marketer of animal nutrition and health products. She was later hired by the same company as a Process Operator, overseeing the production of raw material, grind and blend, to ensure packers are provided with a complete feed. Mercy is one of 252 Kenyan youth who gained employment through E4D/SOGA’s “Promoting Youth Employment Through Technical Human Development” project. She says she still faces some chauvinistic attitudes, but now has the confidence to push back.

Most importantly for Mercy, she is now able to provide her son with everything he needs. She feels lucky because many female youth don’t have the kind of opportunities she’s had. She hopes to be a role model for women who dream of working in technical professions.

“I have accepted that I am in a male-dominated career where I am openly challenged about my abilities and I have to constantly prove myself.”
Mozambique has large untapped deposits of natural resources such as aluminium, coal and gas. Unfavourable economic framework conditions in Mozambique have so far impeded E4D/SOGA’s efforts to create private-public partnerships in the country. Nevertheless, E4D/SOGA has been able to continue capacitating and skilling people in the remote area of Cabo Delgado in Northern Mozambique and has recently broadened its impact to southern part of the country.

In response to difficult economic developments in Mozambique and a worsening security situation in Cabo Delgado, the E4D/SOGA programme adopted a more nationwide approach. A new partnership was created with the mining company Rio Tinto Iron & Titanium for the implementation of a unique project that combines skills development and agricultural value chain development. As part of this project, which targets the Jangamo and Inharrime districts, new curricula have been developed and are being implemented in public TVET centres across the country, and four teachers have been up skilled and are now employed full time.

Since the levels of literacy and numeracy in some local communities are extremely low, E4D/SOGA is spearheading a Foundation Skills Training project for youth who dropped out of school or lack basic skills. So far, 1,457 people – of which 47% are women – have completed this training. In order to target projected demands for semi-skilled labour in the new natural resource-based industries, entry-level construction skills are being provided in cooperation with BMB Mott MacDonald, Capital Africa and UX. As of the end of 2017, nearly 1,000 trainees completed modules focusing on seven topics: work ethics, communication, life skills, basic functional English, first aid, confined spaces and fire risks.
A total of 3,910 adults have been trained in functional literacy, numeracy and life skills by the local education NGO Associação Progresso. The Foundational Skills Training project was developed in response to observations of industry partners who identified low literacy levels amongst potential employees. As of today, a total of 1,457 students (of which 47% are women) have graduated from the project.

In cooperation with BMB Mott MacDonald, 992 high school-leavers and dropouts completed entry-level construction skills trainings. Less than 2% of students dropped out of the course. The emerging extractive industry will be able to fill workers’ positions with candidates from local communities, thus contributing to peaceful social relations in the region.

A new partnership with the mining company Rio Tinto Iron & Titanium was signed in order to build the capacity of communities surrounding the mine and to develop the agricultural value chain in these areas. So far, 144 youth have been trained and a new processing facility has been set up and is run by a local cooperative of 120 members.

“In this project, I could do things with my own hands, and that made me feel capable, useful and skilled. It makes me believe that I can do things that are not necessarily housework.”

Alima Assumane (19), a Mozambican woman, participated in a E4D/SOGA-supported Work Readiness project that aims to increase the employability prospects of young Mozambicans.
WORK READINESS TRAINING – A STEPPING STONE TO FINANCIAL INDEPENDENCE

Name Aissa Adamo Adamogy
Province Cabo Delgado
Project Making school-leavers and drop-outs ready for the job market
Partners Mott MacDonald, Capital Africa, UX Information Technologies
Objective To increase the employability and work readiness of school-leavers and dropouts, enabling them to find a job in the emerging natural resource supply chain

Growing up in a country where about 70% of the people are economically vulnerable, Aissa Adamo Adamogy always dreamt of becoming financially independent. She knew the only way to achieve financial independence was through sustainable employment, so she decided to invest the little money she had managed to save, in university education.

But after her first year of university studies, Aissa, who was supporting her two young children, ran out of funds and was forced to drop out. She was very sad, and the following year, as she and her kids had to relocate to a sibling’s home and rely on family support to survive, Aissa felt hopeless.

The reality Aissa faced is common throughout Mozambique, and particularly in her home province of Cabo Delgado, which ranks among the country’s least socially and economically developed areas. Recent discoveries of large mineral deposits in Cabo Delgado have led to renewed interest from international investors and companies.

These discoveries can provide a significant boost to the local economy, but to generate an increase in employment and incomes, there is a need to upskill the local workforce. Currently, the education levels of the population in this northern province are significantly lower than the national average, and illiteracy rates are high.

After dropping out of university, Aissa did not give up her dream of being financially independent. Her luck started to change when she heard about a training course in hospitality offered at the Pemba Training Centre. Recognizing the opportunity, Aissa immediately applied and was accepted.
The course she completed included a Work Readiness component that is supported by E4D/SOGA’s Mozambique programme, whose mission is to provide Mozambicans – and particularly women and youth – with the skills needed to secure employment in Cabo Delgado’s extractive industry and in other sectors of the local labour market. As part of this E4D/SOGA-supported activity, Aissa received training on a broad spectrum of skills, including functional literacy, numeracy, financial awareness, basic English, first aid and other life skills. She also received guidance on how to write a resume and a cover letter, and how to prepare for a job interview.

In December 2017, when Aissa completed the training, she felt confident and optimistic about her chances of securing employment. Three months later, the international furniture retailer OK Furniture hired her. The 22-year-old Aissa is now a sales executive and a client liaison officer at the OK Furniture branch in Pemba.

“Being a single mother, getting this job has substantially changed my life,” Aissa said.

She is one of 992 Mozambican youth who have benefited from the Work Readiness training so far, and one of 60 trainees that went on to secure employment. As a result of E4D/SOGA’s efforts to support trainees and provide them with convenient learning conditions and constant mentorship, the drop out rate from these training courses has been extremely low (1.9%).

The skills Aissa gained in the Work Readiness training helped her fulfil her dream of becoming financially independent. She feels proud that she can now take care of her kids by her self, and be in control of her own future.

“I am now in a progressive career and I am able to look after my family; not only as a mother, but as a provider as well.”
Major deposits of natural resources, including gas and graphite, have been found in Tanzania in recent years. These discoveries are likely to lead to large capital investment, not only in the extractive industry but also in adjacent sectors. The planned crude oil pipeline running from Uganda to the deep-sea port in the Tanzanian city of Tanga presents more economic opportunities for Tanzania and has the potential to further boost its labour market. To benefit from these investments, Tanzanians must obtain relevant work skills that would allow them to find employment or integrate in the supply chains of the extractive industries or adjacent sectors.

Tanzania’s Government recently endorsed a National Skills Development Strategy to develop the local workforce in key economic sectors by promoting skills development and entrepreneurship through vocational or technical training and apprenticeships. The emphasis the Government has put on promoting education to bring people into jobs is a testimony to the relevance of the E4D/SOGA programme.

In 2017, the E4D/SOGA programme in Tanzania trained 8,635 people, including 3,994 women and 3,026 youth. So far, 958 of these people have secured employment. In Tanzania, E4D/SOGA focuses on strengthening technical training provision through the ‘Enhancing Employability through Vocational Training (EEVT2)’ project. It develops or improves technical courses in selected trades and strengthens vocational training centres in the Lindi and Mtwara region. The Kazi Connect career centres, which were established as part of EEVT 2, have so far supported 822 students with general career advice services and job matching services.

At the same time, E4D/SOGA Tanzania cooperates with the Aga Khan Foundation to train local farmers in a horticultural, poultry and rice production programme, enabling them to meet the anticipated increase in demand for food following the expansion of the extractives sector. The project links smallholder farmers and local entrepreneurs to catering services supplying the oil and gas and related sectors.
In 2017, more than 7,000 farmers benefited from improved capacities, while **640 farmers secured employment** as a result of the trainings conducted by the **Aga Khan Foundation’s food value chain development project Kilimo ni Biashara**. The various development measures in this project enabled both female and male farmers to apply good agriculture practices in the value chains of pulses, horticulture and poultry, and gain better linkages to local and international markets.

In the **Enhancing Employability through Vocational Training (EEVT 2)** programme, implemented by **Voluntary Services Overseas (VSO)** and funded by **Shell** on behalf of the LNG Plant Project, E4D/SOGA upgraded vocational training at two VETA centres in Tanzania by adapting their curricula to industry needs. As a result, a total of **263 graduates have secured employment or self-employment**. In addition, more than **100 companies have become partners** for various training and career-related activities.

**Jumeme Rural Power Supply Ltd.**, which builds solar-hybrid mini-grids in rural areas, partnered with E4D/SOGA to increase employment opportunities for women. Through this partnership, which was successfully completed in December 2017, the income of **135 women increased** and **55 women gained employment**.

“The most important thing I learned during that training was how to manage a vaccination programme to keep and increase our poultry stock and sell more chicken. This, with understanding market inputs and outputs, has made me far more capable today.”

Frank Mtera (42), leader of Jikomboe Poultry Group in Ruangwa District, is taking part in a food value chain programme by E4D/SOGA Tanzania.
As manager of Changarawe, a forty-acre farm in Mtwara Region, Nick Mlowe was implementing everything he had learned in his studies at the Sokoine University of Agriculture and successfully producing a thousand kilograms of capsicum per month. But due to lack of market access, nearly a third of the produce Nick harvested each month were spoiled; a monetary loss of about 900,000 Tanzanian Shilling per month.

The 26-year-old Nick and other smallholder farmers are the backbone of Tanzania’s agriculture sector, accounting for over 75% of total agricultural outputs in the country. Most of these farmers have very limited access to regional and international markets because they are poorly informed of opportunities or because inadequate infrastructure makes it impossible for them to regularly deliver their produce, according to a research by the Food and Agriculture Organisation of the United Nations. The barriers preventing smallholder farmers from increasing their profits are a main reason that four out of ten Tanzanians live below the poverty line. Empowering smallholder farmers like Nick is vital for Tanzania’s economic development.

Last year, Changarawe farm was selected for a new project implemented by E4D/SOGA’s Tanzania team. The Food Value Chain Development project, launched in 2016 in collaboration with the Aga Khan Foundation, aims to establish in Mtwara and Lindi provinces a sustainable and inclusive food value chain that serves the region’s natural resource based industries as well as adjacent sectors. The recent discoveries of large reserves of natural gas, combined with the Tanzanian government’s ambition of transforming Tanzania into a middle-income country by 2025, are leading to large capital investment projects.
As with other E4D/SOGA activities, the Food Value Chain Development project is based on development partnerships with stakeholders in the private sector and in the public sector. By linking smallholder farmers and local entrepreneurs along the food value chain to the end markets, such as food processing centres and catering companies, this E4D/SOGA project generates an increase in employment and incomes in Tanzania’s rural communities.

The project connected Nick and the Changarawe farm to Ramosh, a buyer in Dar es Salaam, the most populous city in Tanzania. Ramosh was impressed by the quality of the capsicum growing in Changarawe farm. Well aware of the increasing market demand for capsicum in Dar es Salaam, Ramosh agreed to buy from Changarawe farm one megaton of capsicum per week.

To meet Ramosh’s demand, Changarawe farm began collaborating with other smallholder farmers. Nick was introduced to these farmers through the Food Value Chain Development project. The vision of E4D/SOGA is that the model, in which one local farm regularly gathers produce from other smallholder farmers and then sells it to a large food supplier, is a template that can be replicated in other parts of Tanzania, thereby increasing employment and income of smallholder farmers.

Beyond facilitating buyer demand, the Food Value Chain Development project builds smallholder farmers’ organisational skills by training them on how to build business plans, how to handle contracts with buyers, and how to monitor the production process. The project also connects farmers to Village-Based Agro-dealers (these VBAs supply seeds, herbicides, pesticides, farm machinery, etc.) and ensures that farmers have access to financial services like banks and loans.

Nick is using these financial services to build new greenhouses in Changarawe farm, so he could grow other vegetables such as butternut squash, beetroot, sweet melon, English cucumber and eggplant. Ramosh has indicated that he would source all of these products from Changarawe farm if Nick consistently produces them at a large scale.
In 2017, Uganda developed key infrastructure projects in the oil and gas, renewable energy and transport sectors. Major international firms, like Total E&P and the China National Offshore Oil Company (CNOOC), launched high-profile projects. Construction of supporting infrastructure kicked off, including an international airport and over 500km of new roads in Albertine region to facilitate natural resource extraction and tourism. There has also been progress in the construction of renewable energy infrastructure projects, like the hydropower dams in Karuma and Isimba, and plans have been made for a new railway linking Uganda with its East African neighbours.

The implementation of these projects further boosts the demand for a qualified local workforce as well as for high quality local suppliers of goods and services. E4D/SOGA Uganda focuses on training for jobs in civil engineering and construction projects in the logistics and transport sectors, and on training for jobs in the agriculture sector. To provide the local workforce with the skills and experience needed in these sectors, E4D/SOGA Uganda collaborates with training institutions and private sector companies on curricula development, training and on establishing placement opportunities for graduates.

Furthermore, local enterprises are trained to become suppliers in the emerging natural resource-based industries and adjacent sectors. So far, 462 new jobs have been created in supported companies as a result of 128 supplier contracts signed. 95% of graduates who underwent a HSE training had secured employment within 2 months after the training.
Jolly Kyomuhendo (26), was trained in electrical engineering, welding and pipework as part of the Youth Employment Enhancement Project (YEEP).

“I now work as an assistant welding instructor and technician. I make a better living than before, and can financially support my family.”

The Professional Driver Training Programme, implemented in partnership with Total, Tullow Oil, CNOOC, Bolloré, Toyota and Hima Cement, trains drivers and driving instructors of Heavy Goods Vehicles, in order to address the unmet demand in major infrastructure projects for qualified truck drivers. In 2017, more than 4,000 people registered for the programme, and it is expected that at least 600 of the trainees will secure employment in Uganda’s transport and logistics sectors.

Through the Ready to Work project, about 5,500 youth will be provided with work readiness and soft skills trainings, and at least 1,200 of them will be placed in high quality internships. This project is implemented in partnership with Barclays Bank Uganda and the Uganda Manufacturers Association. A total of 524 individuals – including 193 women – have already completed the first pilot of the project.

Becoming part of supply chains to mega-infrastructure projects is a main avenue for local enterprises to benefit from the emerging natural resource industries, but Ugandan companies often lack the experience to competitively participate in tenders and win contracts. The Bid Management project, implemented by E360, addresses this problem by training 40 local enterprises on crucial bidding aspects such as market research, financial planning and development of sales master plans, strategic partnerships, bid strategies and pricing strategies.
Joseline Nyangoma was discontent with life because she did not like the job she had in a small shop and wanted to have a higher salary. Joseline had heard about the rapid growth of the natural resource-based industries in Albertine region, where she lives, and learnt about the professional opportunities that have been created as a result, but she did not know how to benefit from this new situation.

Then she encountered an advertisement encouraging young people and particularly women to enrol to a new course, in which they would be trained to be certified welders. Joseline was a bit sceptical because she knew that in Hoima County, where she lives, it would be hard for a woman to get a welding job. But after contemplating on it for a while, she realized that she could be successful even in a male-dominated profession.

“*I felt that attaining internationally certified skills would definitely give me an edge against other local welders,*” Joseline said, explaining her decision to enrol in the course.

The 3G-coded welding course Joseline completed at the St. Simon Peter’s Vocational Training Centre (VTC) in Hoima is part of E4D/SOGA’s Youth Employment Enhancement Project (YEEP), which aims to promote local employment in Uganda by reducing the skills gap of the local workforce. During the training course, Joseline gained welding expertise and became more confident about her abilities. At the VTC she trained in, she also learned a lot in terms of Health, Safety and Environment (HSE) practices.

“Our training workshop was always clean, with everything kept in the right place and plenty of light to see what we were doing,” Joseline said. “I decided to take these ideas with me even after graduation.”
Joseline is one of 164 local youth who have benefited from E4D/SOGA’s YEEP, which aside from welding also offers training courses in other technical trades such as electrical engineering, scaffolding and pipe work. In Joseline’s course, three of the graduates were women, and overall in YEEP at least 30% of the students are female.

After graduating, Joseline interviewed for a job as a welder at the Blessed Hope Metal workshop in Hoima. The boss of the workshop was surprised a woman applied for the position. He told Joseline that welding is for men and that a woman like her will not be able to do the lifting that is sometimes needed to ensure good, all round welds.

But seeing her City and Guilds international certification and her determination to succeed, the boss of the Blessed Hope Metal workshop decided to hire Joseline. Within a short time, she became one of the workshop’s most valuable welders.

She regularly surprises her co-workers by designing and fabricating beautiful metallic windows, doors and tables, and teaches them about the importance of maintaining high HSE standards.

“I make every effort to ensure that HSE is upheld in our day-to-day work by encouraging co-workers to clean and keep away tools after use, putting on their hard hats even when they don’t feel like it,” Joseline said. “It provides a better working environment.”

She said the training she received in the E4D/SOGA-supported course was a significant step in her life. Now, she is excited about what her next step might be.

“I can just imagine running my own welding shop: Nyangoma Metal Works!” Joseline said.