THE E4D/SOGA VISION

Expand the benefits East Africans derive from natural resource investments by improving their access to skilled jobs and economic opportunities.

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

Partner countries: Kenya, Mozambique, Tanzania, Uganda

Target sectors: extractives, construction and maintenance, logistics, manufacturing, food 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, Quoniam 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, which operates in seven African countries

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The commitment to this goal has guided us in 2018, a year in which we saw our activities bear fruit. Through the support of E4D/SOGA, more than 47,700 people have received training or are currently enrolled in training courses, and a total of 11,755 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 2018, we established two new partnerships with the private sector, including with the multinational company Quoniam. 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 will we be able to increase the employment prospects of local populations. As we continue with the final year of E4D/SOGA’s first phase, we believe that we are well on our way to achieve our targets: improving employment prospects of the communities we engage and raising their incomes.

This report offers an overview of the activities of E4D/SOGA, as well as insights from the first four 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
E4D/SOGA AT A GLANCE

The discoveries of natural resources in Kenya, Mozambique, Tanzania and Uganda, along with the resulting investments in infrastructure such as ports, pipelines and renewable energy projects, have created a significant demand for local workers in these four countries. These developments present an opportunity for economic growth and employment boost across the region.

But this opportunity is hampered by a lack of appropriate skills among the local population. The limited availability of technical vocational education and training (TVET) that is sufficiently matched to industry requirements causes the skills gap to grow at the local level. The situation is exacerbated by local businesses’ lack of competitiveness, and by the insufficient availability of services such as work placements, employment services and business support.

The E4D/SOGA programme responds to these regional challenges by promoting local employment and addressing skills gaps in natural resource-based industries and related sectors. E4D/SOGA has a flexible approach: its 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, in order to broaden the range of employment opportunities that arise as a result of international investments in the natural resource industry and adjacent sectors.

The programme 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 partner countries. Furthermore, E4D/SOGA engages international companies from the natural resource industry and related sectors, and their associated suppliers, to ensure the curricula and training delivered through the programme match the industry’s market and skills demand.

The programme is funded by BMZ, DFID, the Norwegian Agency for Development Cooperation (Norad), the European Union, Royal Dutch Shell, Rio Tinto, Tullow Oil and Quoniam and implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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%.
E4D/SOGA has three areas of engagement: enterprise development, skills development and matching graduates with potential employers.

E4D/SOGA’S 3 AREAS OF ENGAGEMENT

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:

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, E4D/SOGA builds the capacity of vocational training centres (VTCs) and public employment centres so that they could better match their trainees and clients with jobs.

The E4D/SOGA approach: build industry partnerships, support local enterprises and develop skills

Strategy and Activities

1. Enterprise Development
   Building competitiveness of local enterprises

2. Skills Development
   Up skilling the local workforce

3. Matching
   Connecting companies with skilled jobseekers

Connecting local companies and their new skilled workforce to opportunities in investment projects, financed by international and local private sector partners
The results achieved in the past three years 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 close to 11,800 people into sustainable employment.

In 2018, E4D/SOGA established two new partnerships: one with multinational company Quoniam and a public-private partnership with Equity Bank and Miramar Foundation in Kenya, bringing the number of public-private partnerships across the region to 19. 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. Moving forward, industry mappings will be carried out across the region to identify (new) employment-intensive sectors and opportunities for industry partnerships, to further tap into the employment potential in different sectors.

The expertise E4D/SOGA has acquired through in-depth analysis on everything from qualifications framework to transferability of skills has been disseminated widely across the region to maximize its value.

Based on experiences from 3 years implementatino, E4D/SOGA identified key success factors and lessons learnt that are being shared with 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.
5 SUCCESS FACTORS

1. **Tangible and concrete achievements in terms of jobs and income:** The programme has ambitious quantitative targets to increase local employment and incomes. This is achieved by focusing on skills that are relevant to different types of employment opportunities and by using detailed labour market analyses to design interventions.

2. **Tailor-made offers for private sector cooperation:** The programme offers international and national private sector companies opportunities for positive social engagement within the countries they operate in.

3. **Collaboration and relationship building:** The programme and its governance structure bring together parties that would otherwise not collaborate.

4. **Innovation:** The programme applies an innovative demand-driven integrated approach, combining supply and demand side interventions, and encourages reflective and iterative learning-by-doing.

5. **Flexibility:** The programme constantly examines its interventions to ensure they are effective, adapts when necessary, and is therefore able to quickly react to changing framework conditions.

9 KEY LESSONS

1. **Strategic partnerships with lead operators of investment projects are particularly valuable** because lead operators have a long-term business interest in the host country and in the development of employment and procurement opportunities.

2. **Long-term strategic partnerships require time and capacities to build trust, acquire industry knowledge, and establish networks.**

3. **E4D/SOGA's approach of developing interventions jointly with the private sector and encouraging private sector actors to be active stakeholders increases the prospects of these interventions lasting after E4D/SOGA's support comes to an end.**

4. **It is extremely valuable to support a broad range of local companies with regard to size, sector, age as the mix of local companies increases positive effects for employment promotion, income increase and local economic transformation.**

5. **In order to not risk a mismatch between supply (labour) and demand (employer), training interventions need to be flexible and context-driven (short or long, specialised or generic, with certificate or without).**

6. **In remote areas in particular, it is important for graduates of training interventions to receive tangible job opportunities; otherwise, there is a risk of frustration and loss of skills on part of trainees.**

7. **E4D/SOGA has to balance between different perceptions of sustainability due to its nature as a multi-partner programme.**

8. **It is challenging to reach a quantitative programme objective (indicating high job numbers) within limited time without making compromises on sustainability.**

9. **Even though there is never a guarantee that skills development or enterprise development measures will in fact lead to employment (because private sector hiring depends on various external factors), E4D/SOGA increases employability and therewith facilitates employment.**
PROGRESS IN NUMBERS (2015-2018)

47,700 people have completed or are currently enrolled in E4D/SOGA-supported training courses.

11,755 people, of whom 31.5% are women and 42.7% are youth, have secured sustainable employment as a result of the E4D/SOGA programme.

79% is the average income increase of people who benefited from E4D/SOGA’s skills development measures.

19 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, as well as local business associations such as Kenya’s Association of Manufacturers.

30,331 enterprises or entrepreneurs supported to increase their overall revenue and competitiveness.

8,795 people, including 29% women and 51% youth, received information from local or national labour-market matching services, including advice on job applications, interview processes and internship opportunities.

Nearly £19,400,000 of additional cash or in-kind contributions from the private and public sectors has been leveraged.
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 work wear.

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 their local content commitments and long-term engagement in a country. These partnerships are key for political and strategic reasons, and 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 2018, E4D/SOGA continued to work closely with several international companies in the natural resource sector, including Shell, Tullow Oil, Total E&P, Quoniam 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 (AUGOP) 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.

“Shell is a proud partner of E4D/SOGA because the programme plays a vital role in supporting employment promotion and broader economic impacts in the 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.

**E4D/SOGA’s partner companies:**

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

**Kenya**
- Shell
- Kenya Commercial Bank Foundation (KCBF)
- Tullow
- 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
ENTERPRISE DEVELOPMENT

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 2018, 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 30,331 such enterprises and entrepreneurs, and these beneficiaries have concluded 624 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 528 micro or small-sized farming businesses and 29,751 small-scale agriculture entrepreneurs. So far, 55 supplier agreements have been secured within the agricultural sector.

“There were some things that I was not aware of that I came to learn in the E4D/SOGA trainings provided; like Health, Safety, Environment issues, filling out certain procurement forms, or developing a compelling profile and work portfolio. The trainings have really helped me... Now I know it’s my responsibility to buy the helmet, reflector and gumboots and gloves... When someone gets injured on site, I know first aid; I know how to treat and handle the injury.”

Pauline Akai, owner and manager of Baraka Contractors, in Turkana County, Kenya

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.
SKILLS DEVELOPMENT

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 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, 47,700 people have been trained or are currently enrolled in E4D/SOGA supported courses. In 2018, 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: long technical courses, short technical 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

The training course E4D/SOGA offers 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 its partners in the private and public sectors 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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<td>- Automotive Mechanics</td>
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<td>- Welding / Metal work</td>
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<td>- Air Conditioning Technicians</td>
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**Mozambique**
- District schools in Mocimba da Praia, Palma and Pemba
- Ascending Training Centers in Palma and Pemba
- FPELAC, Inhambane, Jangamo Satellite Centre

**Kenya**
- Strathmore University
- Mtwapa CAP YEI Demonstration Center
- Technical University Kenya (TVET branch)
- Technical University Mombasa (TVET branch)
- Ukunda Youth Polytechnic
- Lamu VTC
- Lodwar Youth Polytechnic
- Voi VTC
- Mazeras VTC
- Muyeye VTC
- Hola VTC
- Eastlands College of Technology in Nairobi;
- St. Kizito VTI in Kiambu;
- Meru National Polytechnic in Mombasa;
- Nyeri National Polytechnic in Nyeri;
- Kabete National Polytechnic in Uasin Gishu;
- Rift Valley TTI Eldoret in Meru County

**Tanzania**
- VETA Mtwara
- VETA Lindi

**Uganda**
- Kampala:
  - Nakawa Vocational Training Institute
  - Management Training and Advisory Centre
  - Lugogo Vocational Training Institute
  - St. Joseph’s Technical Institute Kisubi
  - Young Women Christian Association
  - Buganda Royal Institute of Business and Technical Education
- Jinja:
  - Jinja Vocational Training Institute
  - Nile Vocational Institute
- Mbarara:
  - Nyamitanga Technical Institute
- Bushenyi:
  - Uganda Technical College Bushenyi
- Lira:
  - Uganda Technical College Lira
- Pakwach:
  - Uganda College of Commerce

**Levels relevant for E4D/SOGA**

- **level 5**
- **level 4**
- **level 3**
- **level 2**
- **level 1**
- **Entry level**

**Across countries and levels:** Health, Safety and Environment (HSE) Courses, Work Readiness Programmes, English Language Programme (in Mozambique: Portuguese), Entrepreneurship skills

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"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 Ugandan woman who participated in the Youth Employment Enhancement Project (YEEP) and is now working as a 3G welding instructor.
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 2018 by establishing collaborations with 263 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 8,795 people, of whom 29% are women and 51% are youth, have benefited from matching services. Furthermore, 61.7% 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 2019 when a much larger number of E4D/SOGA graduates will be ready to enter the job market.

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

Yuster (25), a Tanzanian woman who has completed the E4D/SOGA-supported Enhancing Employability through Vocational Training (EEVT 2) project and has secured employment with the support of the Kazi connect career centre.
Uganda

1. Hoima and Buliisa: Creating Jobs Through Business Development and Skills Training for Micro- and Small Enterprises (MSEs) and Skills Training for Construction and Scaffolding (City & Guilds)

2. Hoima: International Training and Certification for Young Welders, Electricians, and Scaffolders (E360, Astutis, Association of Uganda Oil and Gas Providers)

3. Hoima and Kasese: Upgrading Ugandan Vocational Training Institutes to Prepare Students for Employment (Voluntary Services Overseas, Technical Training Institutions (TTI), Uganda Federation of Technical Training Institutions)

4. Kampala: HSE Training and Upgrading of 30 Local Companies – Phase I (E360, Astutis, Association of Uganda Oil and Gas Providers)

5. Kampala: Bid Management Training for Local Suppliers – Phase II (E360)


9. Buikwe, Kayunga, Kamuli, and Mukono: Sustainable Supply Chain Management (Upacof)

Tanzania

1. Ukara Island: Empowering Women Through Better Access to Energy (JUNEME)

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, Technical Training Institutions (TTI), Vocational Educational and Training Authority)

5. Mozambique

1. Cabo Delgado: Supporting Mozambicans with Literacy, Numeracy, and Basic Employability Skills Training for Young People Through Basic Skills Training (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

2. Cabo Delgado: Work Readiness Skills – Preparing Young Mozambicans for Labour Market Integration – Phase II (Mott MacDonald, Capital Africa, UX Information Technologies)

3. Inhambane: Responsible Mining for a Better Future in Mozambique – Phase II (Rio Tinto Iron & Titanium)

4. Inhambane: Renewable Energy and Energy Efficiency (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

5. Kasungu: Promoting Employability of Young People Through Skills and Enterprise Development (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

6. Building the Capacities of Kenyan SME to Become Suppliers (Kenyan Federation of Master Builders, Kenya Association of Manufacturers (KAM), Invest in Africa (IIA))

7. Supporting Employability of Local Population Through Basic Skills Training (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

8. Improving the Competitiveness of Young People in the Mining Supply Chain Through SME Development (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

9. Improving the Passion Fruit Value Chain (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

10. Renewable Energy and Energy Efficiency (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

11. Promoting Youth Employment Through Technical Human Capital Development (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

12. Improving the Competitiveness of Young People in Hydroponic Technology and Enterprise Development (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

13. Establishing Sustainable Rural Retail Businesses for Smallholder Farmers (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

14. Conflicts Prevention, Peace and Economic Opportunities for the Youth in Kenya (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

15. Introduction of Competency-Based Education and Training in Technical Universities and Training Institutions (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))

16. Increasing Local Content in the Mining Supply Chain Through SME Development (Mozambique Technical University of Agriculture, E360, Astutis, Equity Bank (Mozambique))
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 natural resource-based industries. The Kenyan government is promoting large-scale infrastructure projects such as pipelines, ports and railways, thereby attracting additional investors.

The E4D/SOGA programme in Kenya focuses on demand driven skills development to increase youth’s employability, match job seekers with jobs and promote enterprise development to create jobs.

In 2018, a total of 3,239 Kenyans were brought into sustainable employment with support of E4D/SOGA in Kenya, which represents an increase of job numbers by 290% compared to the previous year. Overall, 4,370 people gained employment in Kenya as a result of E4D/SOGA’s interventions. Over the course of 2018 a total of 15,793 people, thereof 44% women, benefitted from trainings in skills and enterprise development measures.

E4D/SOGA Kenya in 2018 proactively strengthened ongoing partnerships with the private sector and developed new ones to increase opportunities for young Kenyans to upgrade their skills and to become employed. Ongoing partnerships in the area of enterprise development made further progress as well as partnerships focusing on promoting transferable skills as a pathway to increased youth employment. The programme further strengthened its matching activities – bringing people into jobs – by qualitatively upgrading its partnership with the Kenya Association of Manufacturers to link technical training institutions with the industry.

E4D/SOGA has partnered with Tullow Oil, Kenya Federation of Master Builders, Shell and Invest in Africa to provide MSME and artisans in Turkana with training in business skills and compliance with HSE standards. So far, 26 enterprises have been trained, and 13 of these enterprises have been able to secure supplier agreements with a total value of more than €80,000.

The collaboration between E4D/SOGA and Base Titanium has led to the formation of a Kwale-based public-private taskforce that aims to support MSME as well as to the creation of a business development service that helps local suppliers improve their performance in the delivery of goods and services to large companies. As a result of this project, 33 SME won tenders to supply goods and services to companies and organisations.

Supporting youth to increase their incomes and find employment by becoming entrepreneurs as hydroponic farmers or in the construction sector is the focus of E4D/SOGA’s cooperation with Kenya Commercial Bank Foundation. Of the nearly 2,700 Kenyans who have been trained through this project, 1,303 gained employment and 2,082 have had their income increased by an average of 50%.

“The E4D/SOGA programme was the first institutional structure to develop the four key occupational standards... starting a national movement which has now yielded 200 such curricula and 200 plus such occupational standards... We are trying to promote a rich experience for young people in technical-vocational training, so that it’s truly transformative in their livelihoods.”

Dr. Kevit Desai, Principal Secretary at Kenya’s Ministry of Education
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. 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 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 TVET institutions find employment or internships in their desired profession. The “Promoting Youth Employment Through Technical Human Development” project was launched in 2016 by E4D/SOGA, in collaboration with the Kenya Association of Manufacturers (KAM), TVET institutions, municipal authorities and government agencies.

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. “We had an opportunity to prove ourselves.”

Mercy was selected for an internship 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. “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,” Mercy said.

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.
MOZAMBIQUE

Mozambique has large untapped deposits of natural resources such as aluminium, coal and gas, yet the country’s economic development remains slow. In 2018 the real GDP slipped marginally to 3.5%, while the local labour market continues to be characterised by high informality and relatively high youth unemployment. In response to the difficult economic developments, the E4D/SOGA programme adopted a more nationwide approach.

The two TVET training centres supported by the programme jointly with Rio Tinto in South Mozambique’s Inhambane region are now offering courses. In Mharime district, E4D/SOGA’s collaboration with a local fruit processor has guaranteed solid and secured sales markets for farmers, who are also provided with technical supports to ensure they meet market standards. About 300 farmers have been trained on field preparation and maintenance, seedling selection, harvesting and selling of produce in sales groups.

In 2018, the Work Readiness project in Cabo Delgado transitioned to its second phase, which concentrates on supporting and mentoring graduates of the first phase as they search for employment. As part of E4D/SOGA’s efforts to create fruitful dialogues and exchanges with key industry stakeholders an industry roundtable was held in North Mozambique, and a high number of industry representatives participated.

The new partnership with Ascending, a Pemba-based training provider, is the second phase of E4D/SOGA’s Work Readiness project. This second phase provides 360 of the people who graduated from the first phase with additional training, internationally recognised certification and matching activities.

In the second phase of the “Responsible Mining for A Better Future” project, E4D/SOGA’s partnership with Rio Tinto, 201 smallholder farmers were trained. A total of 168 Mozambicans who benefited from the project were brought into employment, and the cassava processing facility that was built in the project’s first phase has been upgraded to be a teaching facility for agro processing courses.

E4D/SOGA’s Foundational Skills project, implemented by the Mozambican NGO Associação Progresso, ended in 2018. A total of 3,910 adults were trained in functional literacy, numeracy and life skills and 18 trainers have been trained to teach training institutions how to deliver pre-employment skills training. As part of the project, 117 teaching spaces were equipped with electricity.

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.
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 having sustainable employment is the only way to achieve her dream, so she decided to invest the little money she had saved in getting a 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 disappointed and sad. The following year, when 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 for these discoveries to actually generate an increase of local employment and incomes, there is an urgent need to upskill the local workforce. Currently, the education levels of the population in Cabo Delgado 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 this was her opportunity to fulfill her potential, 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, 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 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.

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The skills Aissa gained in the Work Readiness training helped her fulfill her dream of becoming financially independent. 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 (1.9%) has been extremely low.

Aissa is no longer frustrated but happy. She now feels proud that she can take care of her kids by herself, and be in control of her own future. "Being a single mother, getting this job has substantially changed my life. I am new in a progressive career and I am able to look after my family; not only as a mother, but as a provider as well," said Aissa.
Major deposits of natural resources, including gas and graphite, have been found in Tanzania in recent years. These discoveries along with the planned crude oil pipeline running from Uganda to the deep-sea port in the Tanzanian city of Tanga, are likely to lead to large capital investment, not only in the extractive industry but also in adjacent sectors. The country experienced an increase in imports in 2018, particularly for transport equipment, building and construction materials, industrial raw materials and petroleum products for large public investment projects.

As of the end 2018, the E4D/SOGA programme in Tanzania has supported 1,701 people into jobs, of which 403 were women and 517 youth. Among those who benefited from the programme’s development measures 2,775 people have increased their income on average by 58%, including 1,071 women and 1,743 youth. Overall, more than ten thousand people have been trained through the programme, including the 2,270 trainees in 2018.

The programme’s focus continues to be on facilitating training on transferable and internationally benchmarked skills and on providing matching services through the Kazi Connect career centres in Lindi and Mtwara, as well as through a newly created online database that makes it easier for jobseekers and companies to find each other.

During the past year, the programme’s cooperation with government institutions was strengthened on the central and regional level, including with the Vocational and Educational Training Authority (VETA), the Agricultural Ministry’s Training Institute Naliendele as well as with regional institutions such as the Masasi Town Council. E4D/SOGA is currently in talks with the Ministry of Labour to explore new options for creating public-private partnerships that would benefit the Tanzanian people.

The food value chain development project – a collaboration between E4D/SOGA and the Aga Khan Foundation – has supported 8,838 people; 709 of the beneficiaries have secured employment or self-employment, and 1345 beneficiaries have significantly increased their income. In 2018 alone, the smallholder farmers who benefitted from the project concluded 29 sales agreements.

During the second phase of the Enhancing Employability through Vocational Training project, in which E4D/SOGA is collaborating with Voluntary Services Overseas and Shell, ended in December 2018. This project brought 937 people (including 162 women) into jobs or self-employment. During this project’s final year a key focus was on upgrading the curricula of three VETA long courses to ensure trainees gain international certification.

Jumeme Rural Power Supply, 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.

“Through income from improved yields, I have been able to enhance the irrigation system on the farm. Now I can afford to employ a farmer. My hope is that with my growing income I will be able to engage him on a full-time basis, as well as employ more people.”

Haji Ajili Makoloko, a Tanzanian agribusiness entrepreneur
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 Organization 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.

Nick’s Changarawe farm was selected for a 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. 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 routinely 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 the financial services he gained in the E4D/SOGA-supported project 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.
The implementation of key infrastructure projects in the oil and gas, renewable energy and transport sectors is boosting the demand for a qualified local workforce as well as for high quality local suppliers of goods and services. The E4D/SOGA programme in Uganda focuses on training locals for jobs in civil engineering and construction projects in the logistics and transport sectors, and on training for jobs in the agriculture sector.

Overall, the programme brought 5,428 Ugandans into employment, including 1,491 in 2018, a year in which 321 new jobs were created in local SMEs that participated in E4D/SOGA’s supplier development project. The E4D/SOGA Uganda programme has also strengthened the capacity of 20 local Vocational Training Institutions to offer industry-relevant vocational training and/or soft skills courses and internships. This has provided youth with access to the necessary skills to find jobs and benefit from upcoming investment projects. 40 selected companies were provided with training on how to manage bids and competitively participate in tenders for international infrastructure megaprojects.

All E4D/SOGA’s enterprise development initiatives in Uganda were designed to feed into the emerging Industry Enhancement Centre (IEC), a local supplier support centre which will provide information on upcoming tenders and business opportunities as well as access to relevant trainings and capacity-building measures.

In 2018, E4D/SOGA, in partnership with E360, launched an enterprise development project for potential suppliers to the oil and gas sector. Companies supported by this project have created 321 new jobs and won 73 bids in international tenders.

E4D/SOGA’s Professional Driver Training Uganda project, which is implemented in partnership with Transaid and Safe Way Right Way, launched a truck driver training June 2018. Since then, 75 drivers have been trained. Overall in 2018, the teaching skills of 13 driving instructors were upgraded.

Through the Ready to Work project, a collaboration of E4D/SOGA with Barclays Bank and the Uganda Manufacturer’s Association, 1,107 youth have been trained. About a third of the graduates of this project have found decent employment and another third have been placed in internships.

“During the exploration campaign, we decided not to participate in any bid because we were scared of the HSE aspect and did not know what to do. This will change after the E4D/SOGA training and we are poised to compete at the highest level as front-line providers to the IOCs.”

Hussein Kiddedde, Managing Director of the Ugandan company Graben 4PL
Working in a small shop, Joseline Nyangoma was frustrated because she did not like the job 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 for a woman it would be difficult to get hired for 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 County 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. 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. I decided to take these ideas with me even after graduation,” Joseline said.

“After graduating, Joseline interviewed for a job as a welder at the Blessed Hope Metal workshop in Hoima. The manager 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 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 manager 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, and put 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.

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.

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E4D/SOGA Participant from Uganda