



# E4D/SOGA

## EMPLOYMENT AND SKILLS FOR EASTERN AFRICA

*Progress Report*

November 2020



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Quoniam

RioTinto



# THE E4D/SOGA VISION

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

Partner with the public and private sectors to meet local training, employment and procurement needs and drive sustainable socio-economic development



**Countries** Kenya, Mozambique, Tanzania, Uganda

**Sectors** Extractives, Construction and Maintenance, Logistics, Manufacturing, Food Industry and Others

**Duration** 2015–2020

**Funding** German Federal Ministry for Economic Cooperation and Development (BMZ), Foreign Commonwealth and Development Office (FCDO), Norwegian Agency for Development Cooperation (Norad), Royal Dutch Shell, the European Union, Rio Tinto, Quoniam and Tullow Oil

**Implementation** Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

**E4D/SOGA was part of the wider Employment and Skills for Development in Africa (E4D) programme, which operates in six African countries**

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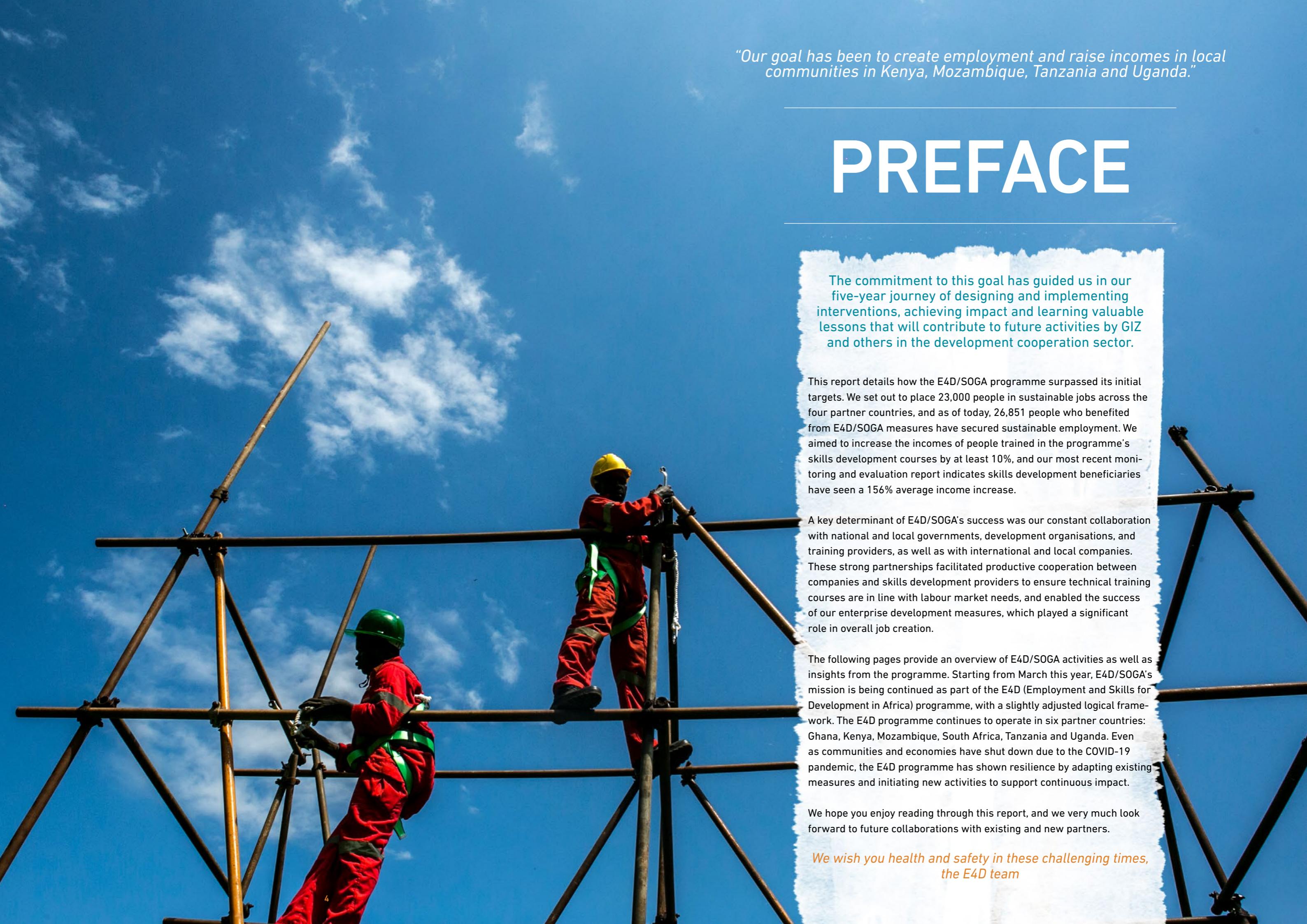
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*"Our goal has been to create employment and raise incomes in local communities in Kenya, Mozambique, Tanzania and Uganda."*

# PREFACE

The commitment to this goal has guided us in our five-year journey of designing and implementing interventions, achieving impact and learning valuable lessons that will contribute to future activities by GIZ and others in the development cooperation sector.

This report details how the E4D/SOGA programme surpassed its initial targets. We set out to place 23,000 people in sustainable jobs across the four partner countries, and as of today, 26,851 people who benefited from E4D/SOGA measures have secured sustainable employment. We aimed to increase the incomes of people trained in the programme's skills development courses by at least 10%, and our most recent monitoring and evaluation report indicates skills development beneficiaries have seen a 156% average income increase.

A key determinant of E4D/SOGA's success was our constant collaboration with national and local governments, development organisations, and training providers, as well as with international and local companies. These strong partnerships facilitated productive cooperation between companies and skills development providers to ensure technical training courses are in line with labour market needs, and enabled the success of our enterprise development measures, which played a significant role in overall job creation.

The following pages provide an overview of E4D/SOGA activities as well as insights from the programme. Starting from March this year, E4D/SOGA's mission is being continued as part of the E4D (Employment and Skills for Development in Africa) programme, with a slightly adjusted logical framework. The E4D programme continues to operate in six partner countries: Ghana, Kenya, Mozambique, South Africa, Tanzania and Uganda. Even as communities and economies have shut down due to the COVID-19 pandemic, the E4D programme has shown resilience by adapting existing measures and initiating new activities to support continuous impact.

We hope you enjoy reading through this report, and we very much look forward to future collaborations with existing and new partners.

*We wish you health and safety in these challenging times,  
the E4D team*

## E4D/SOGA AT A GLANCE

The E4D/SOGA programme kicked off in 2015 in response to discoveries of natural resources in Kenya, Mozambique, Tanzania and Uganda, which, along with growing investments in infrastructure projects, created significant demand for skilled workers in these countries.

The programme aimed to capitalise on this opportunity for increasing local employment and incomes by implementing an integrated approach that combined enterprise development, skills development and matching activities. E4D/SOGA, which was implemented by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, initiated a total of 38 development projects in different sectors. The programme broke new grounds by integrating gender mainstreaming and sustainability measures into its activities, establishing productive cross-sectorial collaborations, and applying an innovative monitoring and evaluation system to track employment effects.

Furthermore, since most technical vocational education and training (TVET) systems in the four partner countries were inadequately linked to natural resource-based industries, and employment services for jobseekers were sparsely available, E4D/SOGA engaged international natural resources companies and their associated suppliers to improve the quality and relevance of local TVET systems; to ensure the curricula and training delivered are aligned with the industry's skills demand.

These achievements would not have been possible without the strong support of regional funding partners, including the German Federal Ministry of Economic Cooperation and Development (BMZ), the Foreign, Commonwealth and Development Office (FCDO), The Norwegian Agency for Development Cooperation (Norad) and the multinational oil and gas company Royal Dutch Shell. These partners, along with many other industry and public partners on country level, provided not only funds, but also advice and flexibility.

During the past five years, the direction of the programme was adjusted, as the investments in natural resource projects did not materialise as planned. Jointly with partner governments, funders and industry stakeholders, E4D/SOGA shifted its focus to a broader variety of sectors and to transferable skills. Despite the unexpected challenges, through the dedication and dynamism of the country teams, the regional team and all partners, E4D/SOGA reached and over-achieved most of its targets.

E4D/SOGA's lessons learnt, which have been worked on continuously, indicate that:

- **Strong partnerships** with international and local companies are a key determinant of success
- **Enterprise development** plays a significant role in job creation, especially in the agricultural sector and food value chains
- **Linking employers** with skills development providers ensures that technical training courses meet the demand of the labour market

As of March 2020, the mission of the E4D/SOGA programme is being continued as part of the Employment and Skills for Development in Africa (E4D) programme, with a slightly adjusted logical framework. Some key funders and partners will remain, such as BMZ and Norad, with new partners joining, such as the energy company Sasol and the Korean development agency KOICA.



## AREAS OF ENGAGEMENT

The E4D/SOGA model for increasing local employment and incomes was based on an integrated approach that combined three types of activities:



### Enterprise Development

Enhancing competitiveness of local enterprises to increase their productivity as providers of goods and services in supply chains of the region's growing natural resource-based industries and other sectors

- Budgeting & Project Planning
- Tendering & Procurement
- Health & Safety Standards



### Skills Development

Providing local people with relevant information and training courses on demand-driven technical skills and on transferable life skills such as communication, work ethics, and health and safety on the job

- Technical & Business Skills
- Supply Chain Development
- Certification



### Matching

Setting up career counselling and matching mechanisms for jobseekers and building the capacities of vocational training centres (VTCs) and public employment centres to better match their trainees with jobs



## PROGRESS IN NUMBERS

E4D/SOGA implemented **38 projects** in enterprise development, skills development and matching



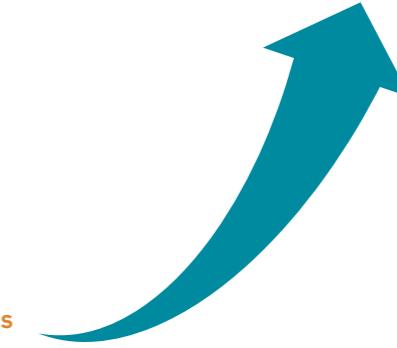
**70,649**  
people  
were trained

**59,689**  
people  
increased their income by at least 10%

**26,851**  
people  
secured sustainable employment

**33,321**  
enterprises

were supported to improve their businesses  
including **1,030** smaller and medium enterprises  
and **32,291** micro enterprises



More than **£21,200,000**  
additional cash or in-kind contributions  
by private and public actors were leveraged

# 5 SUCCESS FACTORS



- 1. Demand-driven approach:** Combine supply and demand side interventions based on local labour needs and underlying market forces, with particular focus on empowerment of women.
- 2. Leveraging private sector's social contribution:** Engage international companies in development initiatives that increase their social licence to operate in target countries and regions.
- 3. Cross-sectorial partnerships:** Bring together parties that would otherwise not collaborate for mutually beneficial projects and sharing of knowledge.
- 4. Tangible and concrete goals:** Utilise detailed labour market analyses to set clear quantitative targets for increase of local employment and incomes.
- 5. Flexibility:** Constant examination of interventions' effectiveness, reflective and iterative learning-by-doing, and quick adaptations to changing framework conditions.

# E4D/SOGA INNOVATION



## Gender mainstreaming

Sectors E4D/SOGA operates in such as energy, extractives and infrastructure tend to be male-dominated, as social norms limit the access of women to technical vocations. E4D/SOGA addressed this challenge by applying a "gender-lens" in project design and implementation, which led to increased awareness by the programme's partners in the private and public sectors and ignited direct employment results. *Women accounted for about 33% of the people who secured employment as a result of E4D/SOGA measures.* Many of these women also increased their overall income, which has been proven to have strong positive impact on the whole family.



## Sustainability

To propel long-term impact, E4D/SOGA set up approaches that could be replicated, either within the programme's framework or by other public and private partners. Several E4D/SOGA projects have been copied or further developed, thereby expanding opportunities for sustainable creation of jobs in the target areas. Based on the programme's lessons learnt, *E4D/SOGA approaches have been replicated or continued by different partners*, for example internship programmes by the Kenya Association of Manufacturers in Kenya, technical courses by vocational centres in Tanzania and training of welders by Total in Uganda.



## Monitoring, evaluation and learning system

A key feature of the programme was the monitoring and evaluation (M&E) system; an effective tool that provides insights on each project's impact, tests assumptions and contributes to the design of future measures. The annual and comprehensive monitoring of projects including extensive data collection and analysis jointly with implementation partners enabled E4D/SOGA to not only capture relevant employment effects but also get valuable data for other indicators and beyond the programme's logframe. The programme set up a detailed definition for decent jobs which also supported partners in measuring their impact. *This innovative M&E system serves as a best practice example within GIZ.*



## Additional cash or in-kind contributions

E4D/SOGA was successful at mobilising public and private sector partners to provide support to the initiative by giving additional funds – beyond the initial FCDO and BMZ contributions – as well as in-kind contributions, which are contributions directly implemented by the partner through its own resources like staff time for supervision of interns or provision of equipment. *A total of GBP 21.2M (EUR 24.1M) of additional contributions were leveraged* during the E4D/SOGA's duration, more than doubling the initial target of GBP 10M (EUR 11.4M). This reflects the programme's strong ties within the public and private sectors and the increased sense of ownership E4D/SOGA has fostered in its partners.

# E4D/SOGA LESSONS LEARNT

- 1. Close dialogue with national and local government** creates goodwill among all stakeholders and assures interventions are in line with national and regional interests, which contributes to smoother implementation.
- 2. Involving the private sector in design of interventions** and linking employers with skills development providers prevents mismatches between supply and demand of skills and leads to increased transition of trainees to employment.
- 3. Flexible cooperation formats and modalities**, as well as E4D/SOGA's own financial resources, are essential for attracting private sector partners with long-term business interest in the partner country who are fully committed to the development of employment opportunities.
- 4. Balancing engagement with government partners and industry** can be challenging as these parties sometimes have conflicting interests but is vital for increasing impact beyond the project's duration.
- 5. Gender mainstreaming and equality** is progressed when outreach to women and their families is integrated into each project and when activities include services that enable women to take part (e.g. childcare).
- 6. Upscaling successful approaches and institutionalising them** on a local level contributes to sustainability, hereby increasing the long-term impact of the programme.
- 7. Enterprise development is extremely valuable** for bringing people into jobs but is highly dependent on timing of investments and on local companies already having a good technical foundation to win bids in new supply chains.
- 8. Agricultural value chain development measures** achieved the highest cost-effectiveness when it comes to the creation of employment, lifting people's incomes and the number of people trained.
- 9. The most successful skills development projects included a matching component**, either through internships or dedicated career services, yet these activities are the least sustainable as they require additional resources by TVET centres and/or industry partners after E4D/SOGA support ended.
- 10. Internships and other forms of industry attachments** greatly increase employability of graduates and should ideally be combined with counselling services.
- 11. Integrating training courses into national TVET systems** allows students to use the course as a foundation for further education, but it is vital to ensure TVET institutions are committed to implement accordingly.
- 12. IT tools are an efficient and transparent way** to reach high numbers of jobseekers, but should be set up only if long-term funding and maintenance is secured and can be paid by local partners.
- 13. Job fairs should ideally be combined with other matching approaches** (e.g. speed-dating interview sessions for graduates) and need to be sector specific and addressing selected target groups.
- 14. Regular follow-ups examining interventions' efficiency** and return on investment are imperative and such monitoring efforts should be created jointly with partners through formalised monitoring and evaluation methods.
- 15. Constantly sharing lessons learnt with key stakeholders** is vital for improving TVET policies and igniting systematic impacts.

# IMPACT OF COVID-19 PANDEMIC

The outbreak of the coronavirus, which has endangered lives and hurt economies worldwide, poses a threat to development gains in sub-Saharan Africa as a whole and specifically to the efforts of the E4D/SOGA programme.

The lockdowns and other restrictions on people's movement have had negative impact on job creation and income growth in E4D/SOGA's partner countries; particularly on micro- and small-sized enterprises, which have experienced decline in production, loss of revenue and liquidity challenges.

Some of these businesses have cut jobs, while many others temporarily closed down.

Although many sub-Saharan African countries have mostly prevented a wide spread of the coronavirus so far – compared to other countries such as Brazil, Italy or the United States – coronavirus-related containment measures are expected to continue for some time. The World Bank has predicted that as a result of the pandemic economic growth in the region will decrease by more than 5% in 2020. Actual economic impacts per country vary and are not clear yet, but sectors such as tourism, agriculture and retail are likely to be the most affected.

While most E4D/SOGA projects were completed by March 2020, some still in implementation when the pandemic began had to be stopped. Planned and already secured placement opportunities could not fully be realised, and some monitoring and evaluation missions of finished programmes could not be conducted. Where monitoring missions were still possible the negative economic effects of the pandemic already shaded results.

The wider E4D programme has continued with implementation when possible by shifting to online training methods. For instance, in Kenya, the programme engaged partners to develop an Internet-based training platform that would enable continuous training on basic skills. Training contents are currently being digitized and uploaded on the platform, including recorded lectures for different trades, practical demonstrations, illustrations and images. This platform will also enable trainee-instructor virtual meetings.

The E4D programme also diverted some activities to address immediate needs of vulnerable SMEs through tailor-made training courses on business survival, continuity plans, marketing in uncertain times, accelerating digital transformations, and protecting workers. Start-up toolkits and equipment for young entrepreneurs were developed and are being provided to graduates of E4D/SOGA-supported courses who are opting for self-employment in light of the new situation.



# JOIN THE INITIATIVE

While E4D/SOGA was completed in March 2020, the wider E4D programme welcomes potential partners from the public and private sectors who are interested in contributing funds or expertise to the collaborative mission of bringing people into jobs and improving employment situations in six countries: Ghana, Kenya, Mozambique, South Africa, Tanzania and Uganda.

Are you a company investing in Africa and have difficulties finding skilled workers and local suppliers? The E4D programme has solutions. We provide tangible benefits to the private sector, to partner governments and to local communities alike. E4D 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 and its partners, the industry contributes to the creation of high-quality workforce, and gains a strengthened social licence to operate.

## How we work with you

We offer several partnership models, depending on the partner's profile and the nature of the joint activity:

### 1. Strategic cooperation

is an agreement enabling companies to participate in GIZ-initiated industry roundtables, country-specific steering board meetings, career fairs, curriculum verifications and internship placements.

### 2. Development cooperation agreements

with a private sector actor on a specific initiative includes terms of reference, a project outline and a budget detailing the contributions of each side.

### 3. Memorandums of understanding (MoU) and letters of intent

serve as umbrella agreements, setting out joint objectives and activities, and do not usually include financial contributions.

### 4. Grant agreements/ co-financing

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

# E4D/SOGA SELECTION OF PARTNERSHIPS

## Development Cooperation Agreements

		Kevian
		Base Titanium
		Kenya Commercial Bank Foundation
		Sidai
		Equity Bank
		Acacia EPZ
		Jumeme
		Barclays

## Co-Financing

		Tullow Oil
		Quoniam
		Rio Tinto
		BG/Shell

## Memorandum of Understanding

		Shell, VETA, VSO
		Kenya Federation of Master Builders, Tullow Oil
		Anadarko, CCS Joint Venture
		Total
		Stanbic Bank Uganda

### Sector

-  Agriculture
-  Mining
-  Financial Institution
-  Import & Export
-  Energy
-  Oil and Gas
-  Manufacturing
-  Construction
-  Transport



*"There were things that I was not aware of that I came to learn in the trainings provided; like health, safety, environment issues, or filling out certain procurement forms, or developing a compelling profile and work portfolio."*

Paulina Akai Barasa, owner of Baraka contractors



*Enhance competitiveness of local businesses  
to strengthen local economies*

# ENTERPRISE DEVELOPMENT

Guiding local enterprises to improve their products and services allows these enterprises to win more contracts and clients, leading to an increased demand for qualified staff and the creation of new jobs. The E4D/SOGA programme supported local enterprises, with particular focus on women-led firms, by providing them technical and business development training and mentoring, and by linking them to new markets and investors.

The programme's enterprise development efforts followed a three-pronged approach:

- **Large, medium and small-sized enterprises**, which aimed to become suppliers to international oil companies (IOC) and engineering, procurement and construction companies (EPC) in natural resources and adjacent sectors, received training and mentoring on compliance with the standards required by international lead operators and their contractors
- **SMEs and smallholder farmers**, which aimed to provide agricultural products to customers in natural resources and adjacent sectors, received training to improve product quality and quantity and were linked to market opportunities
- **Entrepreneurs** that aimed at opening a business in sectors related to natural resources, received training and mentoring to establish their own business and secure self-employment

The programme widened its scope over the years and refined its enterprise development approach. The need for a broader scope was recognised due to the absence of final investment decisions (FID) and the fact that the agricultural sector remains a major source for job creation and therefore represents an important driver for development in the programme's partner countries. Furthermore, the programme supported selected local companies to achieve internationally certified supplier status in specific sectors and supported enterprise development beyond natural resources-based industries to create linkages to other economic sectors.

Overall, the enterprise development activities led to the creation of 11,417 jobs, which is around 43% of jobs generated through the entire E4D/SOGA programme. Local enterprises that benefited from the programme's activities went on to secure 1,372 supplier agreements in the natural resource-based industry and adjacent sectors, and 174 supplier agreements in the agriculture sector. In a survey of contractors that purchased products or services from E4D/SOGA-supported enterprises 83% of respondents indicated customer satisfaction.

**Build capacities of jobseekers and training institutions,  
in line with industry demand**

# SKILLS DEVELOPMENT

Providing local people, with particular focus on women, training courses on relevant skills increases their prospects of securing sustainable employment in natural resource-based industries and adjacent sectors.

The E4D/SOGA programme offered trade-specific technical courses, but concentrated on training of transferable skills to promote economic diversification, which contributes to long-term economic growth.

Programme-supported skills development courses aimed to achieve sustainable impact at three levels:

- **At the individual level**, local youth were trained on technical and soft skills that are in demand at the labour market.
- **At the organisational level**, vocational training institutes were supported to improve their management practices, increase industry linkages, introduce work readiness trainings and obtain international certification; private training providers were supported to establish self-sustained business models; and business associations were advised to promote internship and job placements within their membership companies.
- **At the societal level**, E4D/SOGA promoted systemic changes, such as increased public-private cooperation on guiding TVET government policies and integration of teacher training components in skills development measures.

The focus of the programme's skills development projects had initially been trades involved in the natural resources sector. Following the delays of oil & gas investment projects, the scope of the training courses offered was widened to cover a variety of transferable skills, including soft skills to increase work readiness, communication skills and behaviour at the workplace. Long and short training courses covered everything from technical trades to language skills to work ethics to on-the-job health and safety. The courses' curricula were tailored to match realistic career options in the specific region where they are taught, and were aligned with national standards.

Overall, 31,035 people were trained in E4D/SOGA-supported technical and work readiness courses, and the dropout rate was less than 2%. As of April 2020, 78% of the people who completed E4D/SOGA-supported skills development courses received an interview invitation for a job or an internship. Due to the COVID-19 pandemic, many of these internships have not yet started.

*"I really hope women find the power and courage to join technical trainings such as plumbing with the training and skills I acquired within that short period, I am already able to earn an income."*

**Sheila Tucha Mario, 20-year old Mozambican, who was trained through an E4D/SOGA-supported plumbing course**



# E4D/SOGA COURSES SUPPORTED

*"E4D/SOGA's integrated and demand-driven approach has proven to be successful in enabling the local population to benefit from international investments and supporting economic diversification. Partnering with E4D/SOGA is important for Shell as it not only addresses key societal challenges such as unemployment and skills gaps, but also supports the UN Sustainable Development Goal 8, which aims to promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."*

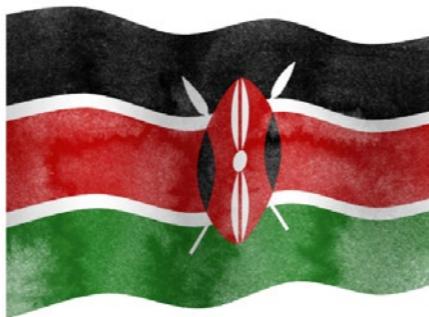
Marina d'Engelbronner-Kolff, PTE Local Content and Enterprise Development, Shell International



Tanzania



Uganda



Kenya



Mozambique

Technical long courses (> 1y)	<ul style="list-style-type: none"> <li>• Electrical Installations</li> <li>• Motor Vehicle mechanics</li> <li>• Carpentry and Joinery</li> <li>• Welding and Metal Fabrication</li> <li>• Plumbing and Pipe Fitting</li> <li>• Food Production</li> </ul>			
Technical short courses (< 1y)	<ul style="list-style-type: none"> <li>• Forklift Operation</li> <li>• Heavy Truck Driving</li> <li>• Scaffolding</li> <li>• Working at Heights</li> <li>• Industrial Painting</li> </ul>	<ul style="list-style-type: none"> <li>• Rigging</li> <li>• Pipefitting</li> <li>• Scaffolding</li> <li>• Defensive driving refresher course</li> <li>• Welding</li> <li>• Mastercrafts(wo)men: upgrading on pedagogy</li> <li>• Heavy vehicle drivers trainin</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitality</li> <li>• Masonry</li> <li>• Electrical installation</li> <li>• Plumbing</li> <li>• Security Management</li> <li>• Customer relations and sales</li> <li>• Automotive mechanics</li> <li>• Air condition technicians</li> <li>• Heavy and light machinery operations</li> <li>• Welding</li> <li>• Mechanical, technology and maintenance</li> <li>• Instrumentation and Control</li> <li>• Solar technician</li> <li>• Energy management</li> </ul>	<ul style="list-style-type: none"> <li>• Electrical maintenance</li> <li>• Masonry</li> <li>• Carpentry</li> <li>• Plumbing</li> <li>• Basic construction work</li> <li>• Fire prevention and first aid</li> <li>• Entrepreneurial skills</li> </ul>
Work readiness courses	<ul style="list-style-type: none"> <li>• Health, Safety and Environment Courses (HSE)</li> <li>• Work readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Health, Safety and Environment Courses (HSE)</li> <li>• Work readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Health, Safety and Environment Courses (HSE)</li> <li>• Work readiness</li> </ul>	<ul style="list-style-type: none"> <li>• Literacy and numeracy</li> <li>• Work readiness</li> </ul>
Language courses	<ul style="list-style-type: none"> <li>• English Language</li> </ul>	<ul style="list-style-type: none"> <li>• English Language</li> </ul>	<ul style="list-style-type: none"> <li>• English Language</li> </ul>	<ul style="list-style-type: none"> <li>• Portuguese Language</li> </ul>

*"Before [the internship] I used to just survive, hoping for the best. But now, I can see my dream is coming; my dream job is to be a mechanic."*

Eddy Baraka, beneficiary of E4D/SOGA-supported matching services who completed a three-month internship at Mantrac, a company that distributes and supports construction machines



*Ease the transition from education and training to work*

# MATCHING

Supporting jobseekers into the labour market is a crucial complementary component to skills development. The E4D/SOGA programme placed a strong emphasis on establishing services that reduce mismatch between the supply and demand of skills in the labour market and provide young people, including in rural regions, with relevant information and training, thus counteracting structural causes of unemployment.

These matching and employment services intermediate between the supply and demand side of the labour market and are designed to support the employability and career prospects of jobseekers and to help employers recruit motivated and qualified staff. While the programme launched skills development measures from the beginning, matching and employment services were introduced at a later stage, when the first participants completed their training, and it became evident that equipping youth with employable skills is not enough for a successful transition from training into the world of work.

The services, which were delivered through a multitude of public, private, or civil society institutions, as well as different channels such as physical job centres or web-based services, ranged from work readiness, life skills and entrepreneurship training courses; to career counselling through job fairs and employment centres; to schemes for placement of

jobseekers in short internships or extensive industry attachments; to mentorship from industry representatives. In most cases, the services were based on a combination of instruments, depending on the target group and the needs of employers and jobseekers.

Since the matching activities were systematically integrated into skills development initiatives, more people than originally planned were able to access information from a local or national labour market matching service. Overall, throughout all E4D/SOGA-supported initiatives, a total of 16,591 people, of whom 35% are women, received information from a local or national labour market matching service.

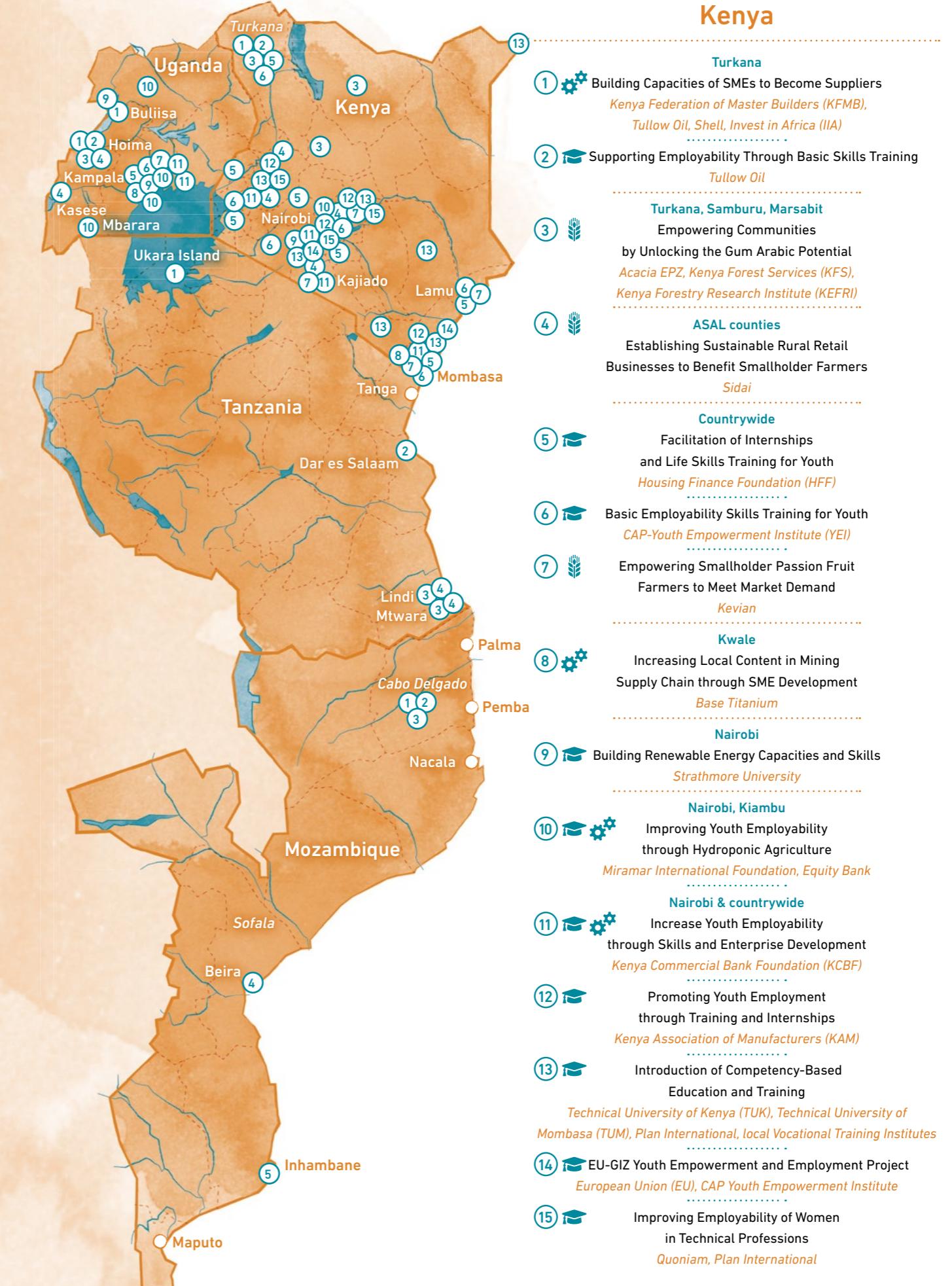
The programme also supported the establishment of career centres in existing TVET institutions and developed IT tools and online platforms that match graduates with internships or jobs.

# E4D/SOGA INTERVENTIONS

Uganda	
①	Business Development and Skills Training for MSMEs <i>Living Earth Uganda</i>
②	International Training and Certification for Youth in Technical Professions <i>TASC/Q-Sourcing, St. Simon-Peter's VTC, City &amp; Guilds</i>
③	Training and International Certification in Welding <i>Total E&amp;P</i>
④	Upgrading Vocational Training Institutes to Prepare Students for Employment <i>Voluntary Services Overseas (VSO), local Vocational Training Institutes</i>
⑤	Upgrading HSE Standards of Local Companies (Phase I and II) <i>E360, Astutis, Association of Uganda Oil and Gas Providers (AUGOS)</i>
⑥	Bid Management Training for Local Suppliers (Phase I and II) <i>E360</i>
⑦	Skilling Truck Drivers and Instructors in Uganda to Meet Industry Needs <i>Transaid, SafeWayRightWay</i>
⑧	Boosting Youth Employment Through Work Readiness Training and Work Exposure <i>Barclays Bank (Absa Bank), Uganda Manufacturers Association (UMA)</i>
⑨	Skilling Youth for Jobs in the Construction Sector <i>ARGE GOPA/Solid Rock</i>
⑩	Upscaling a Business Incubator to Empower SMEs <i>Stanbic Bank</i>
⑪	Upskilling Coffee Growers and Developing Market Linkages to Create Sustainable Supply Chains <i>Ugacof</i>

 Skills Development  
 Agricultural Value Chains  
 Enterprise Development

Tanzania	
①	Empowering Women Through Better Access to Energy <i>Jumeme</i>
②	Developing English Language Skills of TVET Teachers and Students <i>British Council</i>
③	Empowering Smallholder Farmers and MSMEs to Develop the Food Value Chain <i>Aga Khan Foundation</i>
④	Enhancing Employability Through Vocational Training (Phase II) <i>Tanzania LNG Plant Project, Voluntary Services Overseas (VSO), Vocational Educational and Training Authority (VETA)</i>
⑤	Literacy, Numeracy and Life Skills Training for Youth <i>Associação Progresso</i>
⑥	Work Readiness: Preparing School Leavers for Employment (Phase I) <i>Mott MacDonald, Capital Africa, UX Information Technologies</i>
⑦	Prepare Youth for Labour Market Integration with Work Readiness Skills (Phase II) <i>Ascending</i>
⑧	Preparing Electricians for Labour Market Integration and Restoring Power Supply in Cyclone-Hit Regions <i>Electricidade de Moçambique, Ascending</i>
⑨	Building Vocational Training Capacities and Developing Agricultural Value Chains (Phase II) <i>Rio Tinto</i>



*"My favourite part in the training were the life skills courses. Those are the courses that I won't forget because they have given me a lot of impact on how to look for a job and how to live even without a job."*

**Robert Adingoi**, beneficiary of E4D/SOGA Kenya's Basic Employability Skills Training for Young People project.

# KENYA



The emerging natural resources sector along with government investment in large-scale infrastructure projects such as pipelines, ports and railways have created opportunities for increased employment.

E4D/SOGA Kenya implemented employment promotion initiatives in the areas of enterprise development, skills development and matching.

Measures were developed and delivered through consistent cooperation with the private sector and public partners, leading to high employment impact and improved matching between the skills demanded by the labour market and those taught to local jobseekers.

The programme built the capacities of 10,874 local enterprises to improve their businesses and upskilled 34,037 people, of whom 43% are women. A total of 13,214 Kenyans, of whom 31% are women, secured sustainable employment after participating in E4D/SOGA projects.

The skills development was done through Basic Employability Skills Training (BEST) and the modularised Competency Based Education and Training

(CBET). These approaches complementarily promoted the capacities of the graduates to meet the demand in the labour market. On the supply side, local MSMEs were supported to increase their business capacities. To enhance the sustainability of these measures, E4D/SOGA established relationships between technical training institutions and the industry, thus contributing to the provision of internships and the industrial attachment to graduates.

In November 2019, Nairobi hosted the E4D/SOGA regional conference. The two-day event brought together all stakeholders for an examination of lessons learnt across the partner countries and the development of a vision for future activities as part of the E4D programme.



CBET curricula that E4D/SOGA developed in cooperation with the industry has been adopted by Kenya's Ministry of Education and integrated in nine training institutions throughout the country. As of the end of last year, **671 people, of whom 17% were women, had been trained using these curricula;** 56% of them went on to obtain a decent job, resulting in 373 people in sustainable employment.

E4D/SOGA partnered with the Kenya Association of Manufacturers (KAM) to implement measures that boost employability of Kenyan youth who are recent TVET or CBET graduates. **The project provided 1,097 people, including 198 women, work readiness training and placement in internships.** More than a thousand of these people, including 167 women, gained employment.

Supporting youth to increase their incomes and find employment by becoming entrepreneurs as hydroponic farmers or in the construction sector was the focus of E4D/SOGA's partnership with Kenya Commercial Bank Foundation (KCBF). Of the **3,973 Kenyans who were trained** through this project, a total of 2,734 gained employment and 2,161 experienced an income increase of at least 10%.

## E4D/SOGA Success Story from Kenya

**Beneficiary name:** Eddy Baraka **Project location:** Nairobi

**Project objective:** Providing Kenyan youth with Competency-Based Education and Training (CBET)  
**Project partners:** Technical University of Kenya (TUK), Technical University of Mombasa (TUM) and Quoniam



# FROM INSECURE EMPLOYMENT TO A DREAM JOB

Like so many other young adults in Kenya, Eddy Baraka was struggling to find employment and relying on temporary jobs. The 22-year old was willing to work hard, but he could not see a path to financial stability. "I didn't know where I would be in 10 years or 5 years," Eddy recalled. "I used to just survive; hoping for the best."

Fast forward to 2019 and Eddy has been hired to work in the Nairobi branch of Mantrac, one of the world's largest machinery companies. Eddy's successful journey to sustainable employment is a result of his hard work and his ability to maximize opportunities created by an E4D/SOGA project that aimed to provide Kenyan youth with better job opportunities and the industry with a more-qualified workforce.

This project, which was implemented in collaboration with the Technical University of Kenya (TUK), Technical University of Mombasa (TUM) and the asset management firm Quoniam, promoted the internationally benchmarked Competency Based Education and Training (CBET) approach and facilitated industrial attachments for jobseekers. The project consisted of three months of CBET courses focusing on occupations that are in demand in the Kenyan labour market, such as mechanical technology, welding, instrumentation, and operation of heavy machinery. In the project's second phase, graduates of the CBET courses were matched with private sector companies for a three-month industry-based training.

Eddy, who completed the heavy machinery operator CBET course at TUK, was placed in an internship at Mantrac, where he and his fellow interns learned a lot from day one. "We were anxious and excited about operating these machines because in the school we were just taught the theory," he said. "My favourite moment was in the first day, when I disassembled an engine with my trainer. I had never seen an engine. I heard a lot about the engine operation, but I didn't know how it looks."

By the time Eddy completed his internship, his employers at Mantrac were so impressed by his abilities that they decided to employ him. Aside from Eddy, 62 other beneficiaries of E4D/SOGA's collaboration with TUK, TUM and Quoniam were able to secure employment, and 145 youth were supported to enrol in CBET and matched to internships.

Eddy is proud of what he has achieved, and confident about his future. He wants to be a role model to young people who feel that they have no real professional opportunities.

*"I recommend this E4D/SOGA project to young and unprivileged society youth like me, but you have to believe in yourself, you have to know what you want."*

**Eddy Baraka**





*"What stood out for me is the fact that with the training and skills I acquired within that short period, I am already able to earn an income."*

*Sheila Tucha Mario, a 20-year old woman was trained in plumbing through an E4D/SOGA project*

# MOZAMBIQUE

Large, untapped deposits of natural resources such as aluminium, coal and gas, present an opportunity to increase local employment and incomes. E4D/SOGA Mozambique provided jobseekers training for basic and semi-skilled jobs in the gas supply chain, with additional activities around agricultural value chain development.

E4D/SOGA experienced a set back at the end of 2018, when its office in Cabo Delgado Province, the resource-rich region that had been the focus of the programme, was shut down due to the worsening security situation, and the planned budget was reduced significantly. Since then, all activities were coordinated and implemented from the Maputo office.

Despite these challenges, and the delays of investment decisions in the natural resources sector, the programme succeeded in supporting 932 Mozambicans into sustainable employment, including 44% women and 61% youth. E4D/SOGA projects built the

capacities of 2,643 micro enterprises to improve their businesses, and provided work readiness and basic skills training courses to 2,155 people, of whom 31% were women.

To ensure the sustainability of interventions, agriculture-related projects were initiated only upon identification of guaranteed off-takers along the identified value chain. A main challenge remains the matching of graduates with the demand from private businesses. To tackle this challenge, E4D/SOGA Mozambique recently started developing matching services, such as job fairs.



In response to the two cyclones that struck Mozambique in March and April 2019, E4D/SOGA partnered with Eletricidade de Moçambique – EdM, the national power supplier, and *sent 100 electricians from the region Cabo Delgado* to work on the reconstruction of electrical power in the affected areas. These electricians had been trained from 2017 to 2019 as part of an E4D/SOGA project in cooperation with the private training provider Ascending.

A job fair, which brought together hundreds of jobseekers and employers, was organised by E4D/SOGA in cooperation with the Mozambican company UX. Following this fair, 40 vacancies were announced for which a total of 13,551 applications were received. Overall, *30 local job-seekers were able to secure a job* as a result of the job fair.

Through E4D/SOGA's partnership with Rio Tinto, *176 local farmers were trained* on farm management, agricultural production and on the benefits of production groups; to enable them to supply produce to Afriruta, a fruit-drying company in Inhambane province. As a result of this training and the a recent purchase contract signed between Afriruta and a European retail company, these farmers are expected to increase their income significantly.

## E4D/SOGA Success Story from Mozambique

Beneficiary name: Sheila Tucha Mario Project location: Inhambane

Project objective: Improve income generation and access to employment for local communities

Project partners: Rio Tinto

# SHEILA'S 3-STEP PLAN TO EMPOWER WOMEN IN HER COMMUNITY

Sheila Tucha Mario lives in the rural province of Inhambane, where many people are vulnerable from a socio-economic perspective. Most of the population rely on subsistence agriculture, and since extreme weather conditions like cyclones and droughts are common in the region, harvests and livelihoods are constantly at risk.

Having grown up in this challenging environment, the 20-year old Sheila is familiar with the toll it takes on people's lives, and particularly on women, who are often forced to drop out of school and stay at home. So she devised a three-step plan, to create a better future for herself and for women in her community.

The first step of Sheila's plan was completing a plumbing course at Inhambane's vocational training centre, which was modernised as part of the E4D/SOGA's "Responsible Mining for A Better Future in Mozambique" project, a partnership with the multinational metals and mining corporation Rio Tinto, which has been mining titanium in Inhambane since 2002. This project aimed to improve the employment situation and income of people living in Inhambane.

Aside from the plumbing course that Sheila completed, other training courses on trades such as electrical maintenance, masonry, agro processing and welding were made available at the Inhambane vocational training centre. All the courses' curricula were developed on behalf of the E4D/SOGA programme with the support of local stakeholders and in line with demands of the local labour market.

Sheila described the course as the right combination of theory and practice. "What stood out for me is the fact that with the training and skills I acquired within that short period, I am already able to earn an income," she said.

Today, Sheila works as an independent plumber, and she has also been hired part-time by the Inhambane vocational training centre to be the trainer of the plumbing course. She is one of 717 local people who have been brought into sustainable employment as a result of E4D/SOGA's partnership with Rio Tinto; 979 of the project's beneficiaries registered an income increase of at least 10%.

Sheila views the plumbing course as a stepping-stone towards acquiring a university degree in water systems engineering. The second step in Sheila's plan, following her university studies, is to set up her own company providing plumbing and water system services – and employ as many women as possible. The third and final step of the Sheila's plan is to open a new vocational training centre in Inhambane, because it frustrates her to see many women drop out of school and stay at home.

"I want other girls to be exposed to the same opportunities I had, and to fulfil their dreams and earn income."

Sheila Tucha Mario





# TANZANIA

Major deposits of natural resources discovered in recent years are expected to ignite large capital investments, as will the planned crude oil pipeline, which will run to the port in the city of Tanga. E4D/SOGA Tanzania focused on skills and enterprise development, in close cooperation with the public and private sector.

The programme responded to the urgent need to address skills gaps and information deficits by operating directly through Tanzania's public Technical and Vocational Education and Training (TVET) system, with the assistance of other training providers. In consultation with industry and with the Tanzanian governmental agencies, E4D/SOGA provided demand-driven technical courses, to develop transferable skills that are relevant for a variety of sectors such as construction and energy. E4D/SOGA's main partner in these activities was the Vocational and Educational Training Authority (VETA). Besides support for courses, career centres were established in two VETA centres in Tanzania to support youth with career guidance and facilitation of internships.

Overall, 10,778 Tanzanians, of whom 43% are women, received skills training that increased their employability; and 8,997 local enterprises were supported to improve their businesses. A total of 5,089 people secured sustainable employment as a result of the E4D/SOGA's activities in Tanzania.

To improve the TVET sector, E4D/SOGA set up the Skills Development Working Group (SDWG), which brings together over 45 organisations that are active in skills development in Tanzania. In March 2020, the Government of Tanzania introduced a new vision for a skilled, competitive Tanzanian workforce, capable of effectively fostering inclusive and sustainable socio-economic growth. E4D strives to support this vision.



In 2019, E4D/SOGA initiated, in cooperation with the Tanzanian government and the National Economic Empowerment Council (NEEC), a series of **stakeholder workshops and road shows** across the eight regions where the construction of Eastern Africa Crude Oil Pipeline (EACOP) would be implemented, to prepare national stakeholders and local suppliers for this upcoming infrastructure development.

The second phase of the Enhancing Employability through Vocational Training project, in which E4D/SOGA collaborated with Voluntary Services Overseas and Shell, brought **937 people, including 162 women, into jobs or self-employment**. A key focus of the project was on upgrading curricula of VETA courses and supporting trainees to gain international certification in specific trades that are on demand in the local labour market.

## E4D/SOGA Success Story from Tanzania

**Beneficiary name:** Sharifa Hassan **Project location:** Mtwara

**Project objective:** Improve employability of young people in Lindi and Mtwara

with a particular focus on the extractive industry and the adjacent supply chain

**Project partners:** Shell, Voluntary Services Overseas (VSO), Vocational Educational and Training Authority (VETA)

## A MOTHER AND CHEF WITH A PLAN

Sharifa Hassan grew up as the daughter of subsistence farmers that barely had enough to survive and feed their three children. Now, the 28-year old Sharifa is employed as a chef at the Tiffany Diamond Hotel in Mtwara, where she earns an income that supports her 5-year old daughter and her widowed mother.

Sharifa's path to sustainable employment began when she completed courses on food production as part of a project called Enhancing Employability through Vocational Training (EEVT), which began in 2016 and ended last year. The EEVT project, in which E4D/SOGA collaborated with the development organisation Voluntary Service Overseas and Tanzania's Vocational Education and Training Authority (VETA), supported the implementation of long and short training courses in VETA centres in Lindi and Mtwara. The project's objective was to increase the vocational skills of the local workforce and bring them into jobs.

Sharifa, who completed her studies in Mtwara in 2017, is one of 1,744 Tanzanians – of which 390 are women – that graduated from the project. More than half of the project's graduates are now employed, including Sharifa and 161 other women. In addition, 135 of the project's graduates, including 22 women, gained health, safety, security and environment (HSSE) international certifications.

Another key objective of the project was to build stronger linkages with the industry and establish cooperation agreements with private sector companies. Through cooperation with the private sector, 985 graduates, including 386 women, were placed in internships in more than 250 companies that have partnered with the project. To ensure long-term sustainability, the EEVT project developed new curricula that are aligned to industry standards, increased the availability of

qualified trainers, and upgraded the two VETA centres in Lindi and Mtwara to become internationally accredited providers of competency-based technical, vocational and health and safety training courses.

Sharifa described the vocational training she received, which included courses on soft skills and entrepreneurial skills along with technical courses, as her "bridge to success". She feels happy about what she achieved professionally, and she is always proud when diners at the hotel restaurant enjoy her dishes. "I like to prepare delicious food and I get really excited when I hear that customers appreciated the food that I prepared," Sharifa said.

Currently, her job at the hotel requires working night shifts, which prevents her from spending leisure time with her daughter. "I work hard and long hours and that keeps me away from my family," Sharifa said. "As a mother, it is hard to leave your child behind." To solve this problem, the mother and chef created a long-term plan. She intends to open her own business, because that would allow her to manage her work-schedule. Sharifa has already begun saving money and developing a business plan. And her entrepreneurial vision is clear: "In 5 years, when I [save] enough money, I will [open] a poultry business, and supply chicken, meat and eggs to the local hotels," she said. Her end goal is to have a sustainable income, while also spending evenings with her daughter.

*"The training in food production improved my skills. It gave me the option to either be employed or start my own business."*

Sharifa Hassan



*"The main objective of Uganda and of the Ministry of Energy and Mineral Development in particular, is to build skills for Ugandans to be able to work. So the contribution we are getting from E4D/SOGA is very much aligned with our objective as it is training Ugandans."*

Robert Kasande, Permanent Secretary, Ministry of Energy and Mineral Development, Uganda

# UGANDA



The growth of sectors like oil and gas, energy and construction boosted demand for a qualified local workforce as well as for quality Ugandan suppliers of goods and services. E4D/SOGA Uganda prepared jobseekers for employment in construction, transport, manufacturing and agriculture.

The programme bridged existing skills gap by training a pool of technicians and craftspeople to international levels. At the same time, the capacities of Ugandan vocational training institutions to offer industry-relevant courses on technical and soft skills were built.

An important focus was on placing graduates in internships and jobs. The industry-specific enterprise development measures E4D/SOGA implemented were successful in helping Ugandan companies win international bids and create new jobs.

The skills developed through E4D/SOGA-supported courses were designed to meet the needs of upcoming

oil and gas investments, yet were also largely transferable and highly relevant for the Ugandan labour market.

Overall, 7,616 Ugandans who participated in E4D/SOGA activities have secured sustainable employment; and 33,884 people benefitted from increased income by at least 10%, including 15,140 women.

E4D/SOGA's enterprise development initiatives in Uganda were designed to feed into the planned 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.



E4D/SOGA's Skills for Construction project, implemented in partnership with the Ugandan consulting firm Solid Rock Life and Business Group and the international firm, GOPA Worldwide Consultants, **trained 1,587 young Ugandans in entry-level construction skills and work readiness skills**; certified them to the Engineering Construction Industry Training Board (ECITB) standards as demanded by industry; and secured internships for 1,000 of them.

The second phase of E4D/SOGA's Bid Management project, implemented in cooperation with the Ugandan consulting firm E360, supported local SMEs from sectors such as transport, construction, facilities management, hospitality and catering. The **30 SMEs who benefited from the project have won 157 bids**, leading to the creation of 86 jobs.

To prepare youth for the labour market, E4D/SOGA's Ready to Work project provided **work readiness courses to 2,423 youth** with post-secondary or technical education, and placed 439 of them in quality internships in Uganda Manufacturers Association's member companies. At least 960 of these youth went on to secure decent employment, including 261 women.

## E4D/SOGA Success Story from Uganda

**Beneficiary name:** Ddegeya Sekyeru **Project location:** Kampala

**Project objective:** Improve HSE standards and practices in selected enterprises to an internationally recognized level to increase their success in bids and tenders in the oil and gas sector

**Project partners:** E360, Astutis, Association of Ugandan Oil & Gas Service Providers (AUGOS), The Assessment and Skilling Centre, Safety & Risk Consult and Protec Consulting

# IMPROVING HSE STANDARDS, INCREASING OPPORTUNITIES

Despite offering relevant, high-quality services such as transport, storage, welding and fabrication, the Ugandan enterprise Waterwax was failing in its pursuit of opportunities in the growing extractives sector. The company's Business Development Director, Ddegeya Sekyeru, identified the problem, and the solution.

Ddegeya realized that the international oil companies operating in the country were only going to work with companies that meet international health, safety and environment (HSE) standards and have certification from a recognised body. Unfortunately, Waterwax couldn't afford obtaining an ISO certification.

The solution Ddegeya found was an HSE training, which was offered to Ugandan SMEs as part of E4D/SOGA's enterprise development measures, with the aim of preparing them to become internationally HSE-compliant. Ddegeya and his colleague Sam Lutalo, Waterwax's Operations Director, were among a total of 60 decision makers from 30 local companies that benefited from this E4D/SOGA project, which took place in the second half of 2019 and was an up-scale of a similar training that took place in 2016.

During the course Ddegeya completed, trainees gained an in-depth understanding of HSE policies, systems and practices, and acquired the skills to adopt a high-quality HSE system in their companies. In addition to the training courses and coaching, the project sponsored ISO certification for 20% of the participants, including Waterwax.

"Our fleet of vehicles is safer because we added a checklist that ensures vehicles are examined before they are dispersed for operations and field work,"

Ddegeya said when asked for one example of how participating in the HSE training helped his company.

One of the first changes implemented in Waterwax following the E4D/SOGA-supported training was covering and securing the formerly exposed cable criss-crossing the workshop floor, which put the lives of staff at risk. Structural changes Waterwax implemented following the training include the creation of a company-wide HSE policy as well as monthly HSE reports; the inclusion of HSE aspects in the company's budget, and the hanging of HSE signage in the company's workshop and areas of operation.

Waterwax, which previously had no HSE trainings for staff, has already carried out three trainings on safe handling of hand-tools and emergency procedures and plans to provide its personnel with six HSE-related trainings per year. Ddegeya feels that a safety culture has been infused into his company, and the workflow is more organised, and improved.

After obtaining ISO certification, Waterwax has seen an increase in opportunities and in income. They have been hired by the multinational oil and gas company Total to operate Total's automated car wash systems, and in the past few months its confidence in bidding for international tenders has significantly grown.

"We have considered 10 bids and participated in 7, and 5 out of 7 have been interested in knowing if we have ISO certified health and safety management systems."

Ddegeya Sekyeru



