



**VET Toolbox 2 project: Skills4Transport  
- Work Readiness**  
**January 2022 to August 2023:**  
**Moving Mozambique forward:  
policy recommendations**

“The VET Toolbox programme aims to improve the effectiveness of VET systems in selected sub-Saharan African countries by making them more opportunity-driven, turning investments into drivers for inclusive economic growth, social development, and decent job creation. It is co-funded by the European Union (EU) and the German Government (BMZ), and implemented by the British Council, Expertise France, GIZ, and LuxDev. GIZ is implementing the VET Toolbox in Kenya, Mozambique, Nigeria, Tanzania, and Uganda.”



## Context

The transport and logistics sector is key to the Mozambican economy, says Maria da Imaculada Gabriel, director of transport and communications for the country's Sofala province.

“It's because of our geographical position. We can help so many countries around the world,” she says. Da Imaculada Gabriel is referring to Mozambique's status as a critical transport and logistics hub for many Southern and Central African countries that do not have seaports of their own.

Mozambique's government has made infrastructure development for this sector one of its key priorities and is paying specific attention to the development of multimodal development corridors that link areas from where resources originate with ports and foreign markets, the Cross-Border Road Transport Agency reported in January 2022. The organisation is an inter-state operations agency for Southern African Development Community countries, of which Mozambique is one.

However, in Mozambique, as in many sub-Saharan countries, there is a mismatch between economic growth and the skills required to power this growth. This hampers economic growth and job creation.

In a bid to close this gap, the Vocational Education and Training (VET) Toolbox 2 project for Mozambique was implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. It ran from January 2022 to August 2023, with the aim of boosting youth employment in the country.

The project focused on the key transport and logistics corridors that are being developed by the Mozambican government and that are occupied by a high concentration of companies, with opportunities for European Union (EU) investment along these corridors' supply chains.

“Mozambique has huge transport and logistics potential. We need good people, men and women, who have the skills we need in the sector,” says Hugo Veloso, group human resources director for J&J Africa. The Mozambique-based transport and logistics company operates between Mozambique, Zimbabwe, Zambia, Malawi and the eastern Democratic Republic of Congo.

Veloso says Mozambique lacks people with strong technical abilities and good communication skills.

“A company is not a university. Young people need to be taught, at the colleges, how to communicate with colleagues, how to write emails in a proper way ... They need to understand that you have to prove yourself every day, and to understand the commitment and the ethics that are needed; that you have to be loyal and trustworthy,” he says.

The project aimed to train 300 young people. They were given an overview of the transport and logistics sector and were instructed in communications, health and safety, and self-management. After feedback from businesses that gave internships to the first cohort of VET Toolbox 2 graduates, training in technical English competency and digital skills was added.

“I learnt a lot of things I didn't know,” says VET Toolbox graduate Claudio Vicente Sambo, who secured a job as an import clerk at the global container shipping company MSC after graduating.

“I learnt about society, and how to behave in a professional context. I had to think in a different way and realise that change starts with me ... Now I love the business; it's fascinating and we are helping people every day. We are [the go-between] between the client and the vendor.”

The VET Toolbox 2 project is a multi-donor action jointly financed by the EU and the German Federal Ministry of Economic Cooperation and Development. The action is implemented by Enabel, the Belgian Development Agency; the Luxembourg Agency for Development Cooperation, the British Council, Expertise France and GIZ.

In February 2022, at the EU-AU Summit, the EU and the African Union agreed to the EUR150 billion Global Gateway Africa-Europe Investment Package, which aims to support Africa's inclusive, green and digital recovery and transformation after the Covid-19 pandemic.

The investment package is focused on accelerating the continent's green and digital transitions; creating sustainable growth and decent jobs; strengthening health systems; and improving education and training. While the VET Toolbox 2 project existed before this agreement was reached, it fits neatly into its ambit.

# Objective

In Mozambique, the VET Toolbox 2 project aimed to increase the employment of young people in Mozambique by taking advantage of opportunities in the transport and logistics sector. It was complex, addressing this aim from several angles.

Firstly, it sought to train 300 young people in workplace readiness skills so that they could more easily find jobs. Because women’s participation in Mozambique’s transport and logistics sector is low, the project also aimed to ensure that 35% of the young people trained were women. Another goal was to train 120 micro-, small and medium-sized enterprises (MSMEs) in professional skills, especially in how to better respond to tenders. It was hoped the training would lead to the MSMEs winning more contracts with larger transport companies, which would, in turn, lead to job creation, especially for the youth.

Furthermore, the project sought to use both sets of training to enhance the quality and relevance of Mozambique’s VET system. This would be done by strengthening the VET colleges’ links with the private sector so that they are better able to respond to the needs and demand for trade skills.

A number of government reforms had already been made in Mozambique to improve the relevance of VET college training and boost employment, particularly youth employment, in the country. The VET Toolbox 2 project was aimed at supporting these reforms.

The reforms include the government’s approval of the Professional Education Law and its establishment of the National Authority for Professional Education (ANEP) to roll out and regulate the National Framework of Professional Qualifications (NFPQ). The framework comprises professional qualifications with competency-based curricula. All curricula developed are approved by sector-based technical committees composed of private companies operating in the sector of interest. The training courses that have been put together through the VET Toolbox 2 project, for college trainees and MSMEs, are in the process of being accredited through ANEP.

In setting up initiatives to support the VET system in the transport and logistics sector, it was crucial to consider the ANEP framework and its requirements. The rollout of the National Qualifications Framework, under which the NFPQ falls, is quite advanced in some economic sectors, such as tourism and hospitality, industrial maintenance, and management and administration, but not in the transport and logistics sector. In fact, there are very few qualifications specifically tailored to the transport and logistics sector in Mozambique.

GIZ believed there was an opportunity, through the VET Toolbox 2 project, to develop more qualifications for the sector. There is demand, especially for short courses related to professions in transport and logistics, and the project could contribute towards their development, including by promoting more dialogue on skills development between private and public players in the sector.

# Implementation

The VET Toolbox 2 project in Mozambique was implemented between January 2022 and August 2023 along two main transport corridors, for Maputo and Beira.

It was run in partnership with the French non-governmental organisation Essor (the International Solidarity Association), the Beira Commercial Association (ACB), four VET colleges, government

institutions linked to professional education, and private transport and logistics companies.

While the project attained many of its targets, the short timeline for implementation limited the achievement of other targets. The project was also quite complex, involving many partners and stakeholders, which hampered implementation to some degree.

Work-readiness training: results				
Goal	City	Men	Women	Total
<b>300 (of which 35% should be women)</b>	<b>Beira</b>	<b>161</b>	<b>59 (26.8%)</b>	<b>220</b>
	<b>Maputo</b>	<b>42</b>	<b>57 (57.6%)</b>	<b>99</b>
	<b>Total</b>	<b>203</b>	<b>116 (36.4%)</b>	<b>319</b>

In addition, the VET Toolbox 2 project aimed to secure internships for at least 75% of its trainees. So far, 193 of the 319 trainees (60.5%) have completed, or are completing, internships. This figure will change, as the internships are ongoing.

Also, through the project, VET colleges’ “labour market insertion” (employment) departments were taken through capacity-building activities. This contributed to the colleges’ improved ability to negotiate partnerships with businesses and place more graduates in internships, and even entry-level jobs. As a result, more young people had access to opportunities for formative internships (for final-year trainees) and pre-professional internships (for graduates). This meant more trainees could

graduate with a National Professional Education Authority certification, as internships are a condition of certification.

The project also led to the establishment of a dialogue platform between the private sector and VET colleges in Beira. This facilitated better alignment between the VET Toolbox 2 project training and the skills that businesses need from young employees. It also led to easier negotiation of the internships for the trainees. In addition, the platform facilitated the MSME training that was arranged to help small businesses professionalise and thus access the value chains of lead companies in the transport and logistics sector in Mozambique.

A training programme comprising 20 learning hours was developed. This includes topics such as the legal obligations of transport companies, how to interpret the terms of a tender for the contracting of services, and how to calculate costs when preparing a financial proposal.

However, MSMEs experienced difficulties in securing time for staff to attend the training sessions. Furthermore, due to the lack of training courses available in Mozambique for people working in this sector, sending staff for training was not something MSMEs were used to. Over time, and given the benefits to the trainees, this hurdle was overcome.

A target of supporting 120 MSMEs was set, and GIZ is confident this target will be met. GIZ collaborated with the ACB in Beira and, in Maputo, with the Institute for the Promotion of Small and Medium Enterprises (IPEME), in implementing the MSME-oriented part of this project.

A survey of 86 of the MSMEs that participated in the training shows that 100% declared they had been using the knowledge they gained during the training.



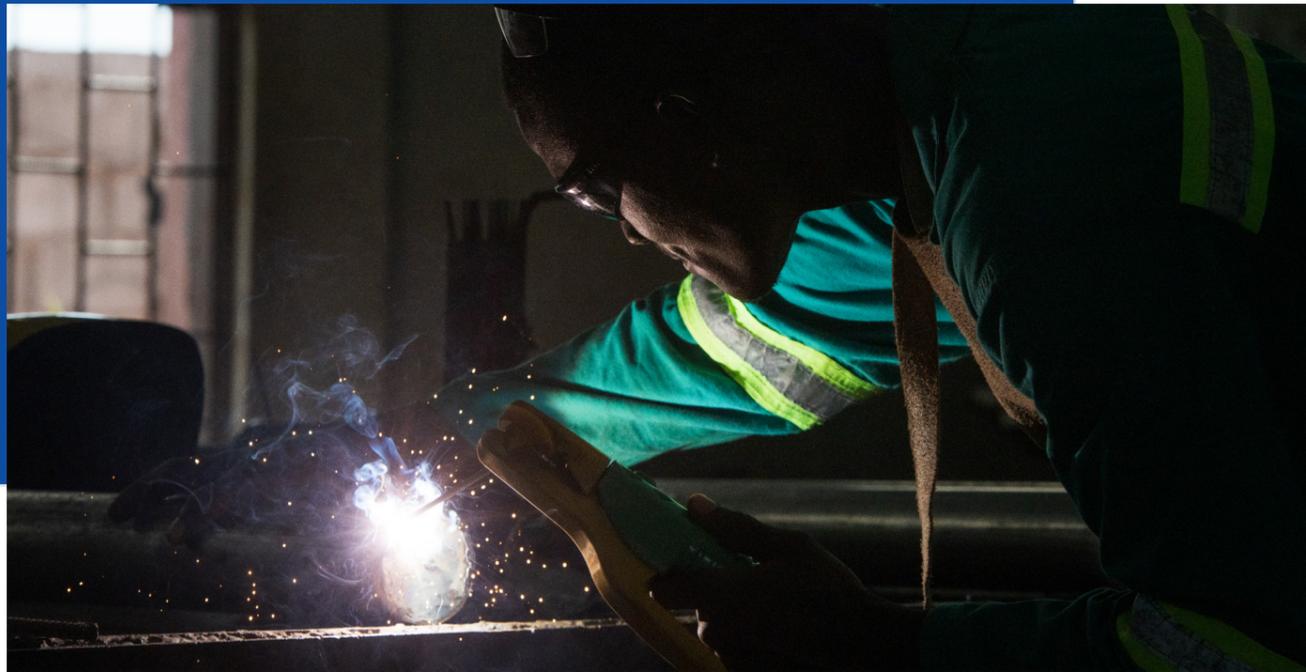
# Policy recommendations

## Include more women in the sector

Women's participation in the transport and logistics sector is low. Preliminary research conducted through the VET Toolbox 2 project shows that women make up just 22.4% of the workforce at the 60 Mozambican businesses surveyed for a research report on women's participation in this sector. The research was commissioned through the project after it was discovered that there was no such report available. It will be published in due course.

To boost women's participation, companies will need to re-evaluate their operations and human resources policies. Among the strategic actions proposed by the study are:

- Raising awareness of the importance of increasing women's participation in the transport and logistics sector by setting up an "exchange" allowing companies to share the benefits of increasing diversity and inclusion, plus good practices as well as training and capacity-building interventions
- Supporting the creation and development of a women's forum/association in the sector and of mentoring programmes for women, including opportunities for their further professionalisation
- Launching a campaign to break down gender stereotypes that inform women's choice of profession, using the media and social networks to raise awareness and disseminate success stories of women in the sector (role models)
- Developing a "Gender Equality and Inclusion Seal" to be awarded to companies that perform well in this area. This seal could be associated with incentives and facilities that will benefit the companies
- Supporting vocational education institutions to attract and retain more women in technical courses in the STEM subjects – science, technology, engineering and mathematics
- Helping institutions to adopt gender policies and actions aimed at encouraging and supporting young women, raising community awareness of the importance of girls' and women's inclusion in the sector, and establishing greater links between vocational education institutions and companies in the sector in order to broaden the opportunities available to women



## Continue and strengthen the dialogue platform established between VET colleges and business

Through the project and for the first time in the sector, a “dialogue platform” was established, bringing business, especially via the Associação Comercial da Beira (ACB), and vocational training providers together.

The dialogue platform has already delivered benefits, contributing to an increase in the professionalism of MSMEs in Mozambique’s transport and logistics sector, through training. It has also led to VET college training for young people that is better aligned to the sector’s skills requirements.

The dialogue platform also made it easier for the VET colleges to organise internships for VET Toolbox 2 trainees, because of the relationships that were formed between colleges and ACB member businesses. Furthermore, it led to the VET Toolbox 2 curriculum being adapted after businesses that took on interns through the project asked that technical English and basic digital skills be added to it.

The dialogue that was promoted through the platform was also open to government institutions, such as the National Institute for Employment (INEP), the labour inspectorate and ANEP. This led to the discussion of topics such as internship regulation.

Continued dialogue between businesses, business associations, the colleges and government institutions, through this platform and others like it, can contribute to VET college training being better aligned to industry needs. This, in turn, can lead to more opportunities for young people to find employment in the transport and logistics sector.

The dialogue platform established in Beira should be strengthened and extended, including by bringing in further government participation. It, and any others like it, could be used to discuss:

- Gender awareness and the sharing of good practices on women’s inclusion in the workplace
- How to update existing occupational qualifications and the development of new short courses in line with sector needs
- Policy and regulations on labour market insertion (employment) and internships
- Sharing of internship opportunities available in the sector and of good practices on mutually beneficial partnerships between VET colleges and enterprises
- Sharing of green and sustainable practices that can be applied in the sector



## Continue training and improving capacity within the transport and logistics sector

The VET Toolbox 2 project showed that giving young people training in soft skills such as communication and work ethics helps them secure the internships they need to graduate from the VET colleges with a qualification. The employability training they receive, along with the internships, also boost their chances of securing jobs in the sector. Once a tracer study is completed at the end of the VET Toolbox 2 project, the figures will back up this claim.

Through the project, training modules on this type of instruction have been developed that could be adapted to other sectors. These modules are in the process of being accredited by ANEP. Accreditation will allow the project to have a broader impact and sustainability.

The project also demonstrated that the quality and appropriateness of education and training were boosted when VET colleges’ capacity to build stronger links with transport and logistics businesses was improved. This is because businesses can tell colleges what skills are needed in the modern workplace, and colleges can then develop training curricula accordingly.

Furthermore, the VET Toolbox 2 project showed that MSMEs’ competitiveness is improved when their staff are properly trained in how to tender for contracts, especially with multinational companies. Already, MSMEs that took part in the training have reported winning contracts by applying the knowledge they gained.

As part of the project, a partnership was created with the French transport and logistics company Bolloré Logistics to identify what skills development training local MSMEs required. When MSMEs are able to join value chains such as that of Bolloré, which in Mozambique is responsible for the distribution of medicines and vaccines at the national level, they can win profitable contracts that can lead to job creation and further investments.

It was found that training opportunities for this target group are almost non-existent. Training materials had to be developed from scratch.

# Recommendations

In the VET colleges, general modules on life skills and employability are mainly taught in the first two years of study for a professional qualification and by lecturers who are not linked to the colleges' employment departments. VET colleges should provide employability training in the last year of study and in coordination with their employment departments, so that young people are better prepared to fit into the world of work

Local transport and logistics MSMEs should be assisted to continue to build their professional capacities so that they reach international standards for the sector. Identified areas for upskilling are financial management, information technology skills and how to use resources more efficiently. Improved capability in these areas, among others, should lead to increased MSME inclusion in the transport and logistics sector in Mozambique and beyond. This will allow MSMEs to expand, and thus employ more people

## Improve overall VET college capacity

Through the project, VET colleges' labour market insertion (employment) departments were given capacity training, as well as donations of office furniture and equipment. Much more capacity building is needed for these departments.

Training can improve VET colleges' ability to negotiate partnerships with companies and place more young graduates in the internships they need to graduate. This can lead to more young people being able to secure jobs, because they will have official qualifications.

VET colleges' labour market insertion departments need continuous training on:

- How to provide career guidance and employability skills services for young people, including digital skills
- How to develop young people's employability and work-readiness skills
- How to search for internships and job opportunities, and negotiate these with companies
- How to better collect and store data about students' internships and employment
- How to conduct market research to identify the skills required by companies

- Ways to identify and create partnerships with businesses, including advice on how to establish and maintain effective and comprehensive partnerships with the private sector

Capacity building for VET institutes should be accompanied by strong cooperation with the government institutions in charge of vocational education and employment, especially the Instituto Nacional de Emprego (National Institute of Employment). The institute can contribute to the strengthening of links between VET institutes and businesses, especially regarding the creation of partnerships for finding internship and employment opportunities for young graduates.

Measures aimed at enhancing the capacity of VET colleges to cooperate with the private sector would be more effective if the colleges were to enjoy a higher degree of institutional and financial autonomy that allows them to negotiate memoranda of understanding with private enterprises and plan for activities to support the links with these businesses.

Greater financial autonomy would also allow the colleges to quickly adapt to changing local conditions and technological developments.



## Conclusion

The good work that was started through the VET Toolbox 2 project could be extended through some further, yet to be determined, changes to national, regional and industry-based policies, in line with current government VET reform efforts.

The project has shown that creating a bridge between the VET colleges and the transport and logistics industry through a dialogue platform is very helpful to the colleges and to the sector. It has helped VET colleges understand which skills the transport and logistics sector needs in interns and college graduates so that they can more easily fit into the workplace.

Platforms like this one should be encouraged in other cities and regions. Indeed, this model could be used to improve VET beyond the transport and logistics sector.

It is also recommended that capacity-building for VET colleges continues. The VET Toolbox 2 project has shown that such an intervention is instrumental in the overall improvement of VET in Mozambique and the boosting of youth employment.

It was also made clear, through the VET Toolbox 2 project, that there is an ongoing need to better prepare local MSMEs to take advantage of business opportunities offered by lead companies. Increasing MSMEs' professionalism is key if they are to gain access to larger companies' value chains.

Also, the project conducted Mozambique's first diagnostic research on women's involvement in the transport and logistics sector. This research shed light on the conditions under which women in the sector operate and identified actions that can help to increase their participation in the industry. These and other action points could be considered in any industry or government policy on improving women's participation in the sector.

The transport and logistics sector is dynamic, and the rapid pace of technological change affects it deeply. It is also a growth industry in Mozambique, full of opportunities for the overall development of the country's economy and for improving youth employment statistics.



Thank you.

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