

**Consultation service in connection with preparation of
establishing and organizing the training component of
the Information and Training Centre (ITC) in the
Ministry of Fisheries (MoF) in Mozambique**

Report

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EXECUTIVE SUMMARY

In late 1999 an agreement was made between the National Directorate of Fisheries (DNP) in Maputo and the Icelandic International Development Agency on the establishment of an Information and Training Centre for the fisheries sector in Mozambique. The purpose of the ITC was to establish a library where various institutes within the government that have to do with fisheries are linked together to fully utilize their documentation capacity. The role of the ITC was also to organize and manage a training component for the fisheries sector. The information part of the project has been successfully implemented but for various reasons the training part has been left out and the progress has been very limited.

In October 2003 a consultancy was requested by ICEIDA on the development of the training component of the ITC. The Consultant collected data in cooperation with counterpart from ICEIDA and ITC in Maputo (MoF) during 17-20 of November the same year. Due to shortage of time and limited communications not all planned data was acquired. A draft of the consultancy report was submitted to MoF and ICEIDA at the end of the visit.

The administrative, management and research part of the fisheries sector has been growing for the part several years. From 2001-2002 the total number of staff of the MoF and its subordinate institutes has grown by 24% (462-571 employees) where the number of staff just for the MoF increased 70% during the same period. Plans are for increasing the number of staff even more for the next 2-3 years. Of the 571 staff (2002) around 80% have a middle level education or less and very few have MSc and PhD degrees.

The departments of the MoF and the subordinate institutes conduct their own training of their staff. Some of the training is at basic level and is organized and carried out within department/institute but other staff development towards university degree is conducted elsewhere and is often sponsored by donor agencies such as NORAD, JAICA, ICEIDA and countries like France and Spain. Advanced training of individual staff members is always approved by the minister.

No official statement on the training needs in the fisheries sector is available at the MoF. Draft on Training Policy and Strategy is available where the need for training of the staff is expressed, but it only discusses the training needs in general terms and who will qualify for the training. The document also stipulates general training structure but it does not indicate who should organize and conduct the training. No in-depth analysis on future training needs and the knowledge base for each department and subordinate institute is available.

The consultant agrees with the draft document on training policy and strategy in terms of the three levels of training and proposes the following:

- 1) **1st level of training:** Covers the basic issues in the work environment and this level of training should be applied across department and institutions.
- 2) **2nd level of training:** Covers more specific issues directed to the special needs of departments and institutes. This level of training is meant for professionals and people with great experience.
- 3) **3rd level of training:** Should be directed to the long term needs of the departments and institutes and directed towards people going for their university degrees.

Facilities to conduct training courses are available in Maputo. Many of the institutes have lecture/meeting rooms and some of the have libraries which are connected with the ITC library at the MoF. The Fisheries School can accommodate over one hundred people, especially during school vacation period.

The role of the ITC in terms of the training part should be:

- 1) To conduct 1st level courses on a regular basis for the staff with medium level education and less across the departments and institutes. The ITC should schedule these training courses on a regular basis for the convenience of the staff stationed outside Maputo. The ITC should develop a curriculum for the courses and prepare it for the trainees.
- 2) Support the departments in organizing, developing and conducting the 2nd level courses. This can be done by having the ITC advertising the course to the groups that might be interested, preparing the course material, arranging logistics, managing the financial issues and arranging the venue.
- 3) Support the staff that are in or are heading for long term training outside Mozambique. This might be done through monitoring training opportunities, training support, assistance with communication etc.

It is recommended that:

- The ITC should be fully established with a functional training component.
- Its role should be to conduct and develop 1st level training courses for the staff in the MoF and its institutions with medium level education and less. It should act as a support unit to the departments and institutions in terms of 2nd and 3rd level training, which normally should be conducted by the departments and the institutions.
- To begin with the ITC should only focus on the Governmental training needs. When the role of the ITC has been well defined then the ITC can start serving the private sector
- In order for the ITC to be sustainable it needs to generate money for its operation. If the industry wants to participate in the training courses offered by the MoF (conducted or coordinated by the ITC) then it needs to pay for the service.
- The ITC should be placed under the Department of Human Resources. It is important to establish a short and a direct link between ITC and the DHR which registers all changes in the staff developments.

- In 2004, help should be provided to the MoF to better define the training needs across the departments and institutions. The focus should be on courses which will be conducted locally, how many staff members with a university degree are needed and the type and number of courses to be given annually.

It is further recommended that the involvement of ICEIDA in developing the ITC at the MoF in Maputo should be as follows:

- ICEIDA should provide expert support in 2004 that will help MoF to clarify its training policy and identify areas which need to be strengthened and prioritize the need. The expert should also help the MoF to estimate its training needs in terms of personnel, for the next 5-7 years.
- In 2005 ICEIDA should support 3 ITC staff members that will work on the training component. The goal should be to organize 4-5 short (2-4 day) training courses at the 1st level on selected topics. These courses should be delivered twice during the latter half of 2005.
- ICEIDA should provide expert help in developing curriculum and study material for these courses.
- ICEIDA should pay for experts needed to deliver these training courses
- If the Fisheries School is suitable for conducting the 1st level course then ICEIDA should pay for housing and food in the courses in 2005.
- ICEIDA should support 5 staff members of the ITC in 2006, then support 3 staff members in 2007 and 1 staff member in 2008.

1 INTRODUCTION

In late 1999 an agreement was made between (then) The National Directorate of Fisheries (DNP) and the Icelandic International Development Agency on the establishment of an Information and Training Centre for the fisheries sector in Mozambique. The overall objective was to:

“...strengthen the competence and capacity of the National Directorate of Fisheries [now Ministry of Fisheries (MoF)] and its Provincial Administrative Services, for both the sustainable fishery administration and management and the assurance of quality standards of the fishery products. Furthermore to serve decision makers at Governmental level, stakeholders in the fisheries sector, donor agencies, general public and other interested parties, by providing required information and guidance.” This objective was to be reached through more specific goals, which were to assist in:

1. planning and establishing a library, ensuring institutionalised relationship with documentation centres and libraries at the Ministry of Agriculture and Fisheries and other relevant institutions in Mozambique and abroad;
2. organization of a storage and retrieval system for technical documentation produced under the DNP’s activities and a system for internal and external information flow
3. organization of a training component directed for productive sector and fisheries public administration.

The expected outcome was, among other things, an established and operational Information and Training Centre and trained staff within the fisheries public administration and the productive sector. These goals and expected outcome were to be achieved through:

- a survey of information needs of the fisheries sector
- organization of training programmes directed to the Government fishing sector and the fishing industry
- assistance to DNP on organisation of national seminars and workshops
- training in-service or in a Mozambican institute, if required, on library management, cataloguing, classification and index techniques.

As the term Information and Training Centre indicates there are two components that have to be dealt with, an information component and a training component. From the project document (appendix 4) it is obvious that the main emphasis of the ITC project is on the information component and that is reflected in the specific action plan. Very few activities are mentioned regarding the training component, and in the budget plan, the cost of the training component is only 25% of the total budget (about 400.000 USD). A detailed outline of the role of the training component and how it will be linked into the general operation of the DNP is not found in the project document. This indicates that the idea of the training component, as a part of the ITC, had not been given as much thought as the information part.

In 2000 the DNP was released from the Ministry of Agriculture and Fisheries and Ministry of Fisheries was established that took over the duties of the DNP. The ITC was under the financial and information division of the DNP and when the MoF was established the ITC was put under the Department of Economics. The establishment of the MoF is a clear indication that the Government of Mozambique was trying to pursue the objectives in the Master Plan for Fisheries from 1994 on increasing the fisheries in the country through better management, increased processing, reduced post-harvest losses and better qualified personnel in the fishing industry.

In February/March 2000 an attempt was made to evaluate the training needs in the fishing industry in Mozambique in order to use the information gained for the development of the training component of the ITC. The results of that attempt showed clearly that more effort was needed to acquire reliable information on the training needs in the private sector and some of the governmental institutes had not developed any vision on their training needs. Later that year it was decided by the project management to postpone the training component until the information part was better established. That turned out to be a good decision, especially in relation to the newly established ministry that was trying to organize its activities and personnel. An attempt to bring on organized training activities (ITC) might have caused more harm than good. Later, activities regarding the training component were postponed due to financial difficulties experienced by ICEIDA.

1.1 The progress of the project

The initial project period was from October 1999 to December 2002 (three years). During this time the main focus was (as mentioned above) on the establishment of the information part of the project. In the beginning the main effort was on providing suitable housing (environment) within the Ministry and on procurement of equipment and furniture. This process was at times disrupted because additional duties were imposed on the project co-ordinator in relation to the reorganization of the new ministry. In September 2000 the training of the staff (IC staff) started and at the same time the selection, procurement and registration of books, journals and reports began (on the job training). By the end of 2002 the information part of the project was well established and daily activities were going according to schedule with trained staff, facilities and much of the needed equipment (much of which was intended for the training part), but for various reasons, mentioned above, little had been done in terms of the training component.

In October 2002 the ICEIDA director received a request from the Ministry of Fisheries regarding extending the support for the ITC until 2005, since little progress had been made regarding the training part of the project. An agreement was made to extend the training part until 2005. An Addendum to that agreement was signed in June 2003, where it is stipulated that ICEIDA shall provide short-term consultancy for a feasibility assessment of the training component before the initiation of that component.

1.2 Consultancy regarding ITC-training component

In October 2003 a consultancy was requested by ICEIDA on the development of the training component of the ITC and a consultant was hired and ToR made (see appendix 3). The **objective** of the consultancy was to provide information on Ministry's training policy and its intentions for the Ministry's personnel and for other groups in the fishery sector. Also to provide information on the real training needs of the Ministry and the fisheries sector.

The issues to be studied were:

1. Policy of the Ministry
2. Training needs (target group and trainees)
3. Housing, material, equipment
4. Estimated budget for the training component
5. Provide information about others international Agencies' support to the training in the fishery sector

The information was to be collected during 17-20 of November 2003 in Maputo and be both quantitative and qualitative.

A note has to be made regarding the collection of information. Due to shortage of time in Maputo not all information requested by the consultant could be obtained. Information requested after the visit to Maputo was not provided. This is mainly regarding the information from the subordinate institutions of the MoF. The missing information is indicated in the text of the report.

Due to limited information the budget for the training component is not covered

2 METHODS USED

Information for the consultation work was gathered during a four day visit to Maputo in November (November 17-20 2003), and from documents provided by MoF and ICEIDA. In Maputo various personnel of the MoF and ICEIDA were interviewed and visits were conducted to the Institute for Small Scale Fisheries (IDPPE) and to the Fisheries School (EP) in addition to visits to several departments within the ministry (see appendices 1 and 2). The counterparts in this evaluation were Mr. Margeir Gissurarson, an ICEIDA project manager in Maputo and Mr. Ibelio Candido the librarian at the ITC. A 1st draft of the consultation report was introduced to Mr. H. L.A. Tembe at the MoF and a draft copy was given to ICEIDA country director for comments. A copy of the 1st draft was also delivered to ICEIDA office in Reykjavik, Iceland.

Documents written in Portuguese were translated for the consultant as needed. Due to the limited time in Maputo it was not possible to visit all sites and some of the people that initially were supposed to be interviewed were not available.

A list of all documents used and a list of all people interviewed are provided in the appendix along with the ToR for the consultant and the project document.

3 THE MINISTRY OF FISHERIES

3.1 Organization and staff

The MoF has six departments with a total of 95 people (in 2002). In addition, there are four institutes and several provincial fisheries service offices that belong to the MoF (table 1) with a about 480 personnel. As can be seen in table 1 the MoF and its associated institutes has been growing rapidly in terms of number of employees since its establishment in 2000. Not only has the personnel of the MoF increased (70% between 2001 and 2002) but the subordinate institutes that belong to the MoF have also increased their number of staff. The total number of personnel belonging to the ministry has increased between 2001 and 2002 by 24% and the number of staff is now around 570. Of the staff, 123 have a university degree (21%) and about 450 have a middle level education or less (table 2). Very few have an MSc or a PhD degree and the majority of the staff with a university degree has a so-called Licenciatura degree, which is a five year degree provided at the University of Mozambique. This low number of staff with an MSc and a PhD degree should be of some concern since people with such education are qualified to conduct research and could therefore be used to work on practical issues related to the local fishing industry. It is expected that the MoF will continue adding staff members for the next two years.

Table 1: The number of staff in the MoF and other associated institutes, in 2001 and 2002

Institutes	2001	2002	%
MoF	56	95	70%
Provincial Services	111	131	18%
Marine Research Institute (IIP)	96	106	10%
Institute for Small Scale Fisheries /IDPPE)	120	152	27%
Fisheries Development Fund (FFP)	26	29	12%
Fisheries School (EP)	53	58	9%
Total	462	571	24%

Table 2: The breakdown of education background of the staff of the MoF and its institutes in 2001 and 2002. The total number of staff for each educational level is given for 2002

	MoF		Provincial Offices		Marine Research Inst		Inst. Small Scale F		Fisheries School		Fisheries Development Fund		Total
	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002	2001	2002	2002
PhD	0	0	-	0	-	1	-	-	0	0	0	0	1
MSc	0	3	-	1	-	8	-	4	0	0	0	0	16
Licenciatura	15	28	-	16	29	24	12	13	1	1	3	4	86
BSc	5	4	-	0	4	4	4	4	3	4	4	4	20
Medium level	12	27	-	23	16	21	31	36	11	19	10	9	135
Basic level	8	11	-	21	11	11	26	30	7	8	4	5	86
Elementary level	16	22	-	67	36	37	47	65	31	26	8	7	224

3.2 Departments of MoF

The MoF is organized in six departments. These departments are:

- Department of Economics
- Department of Administration and Finances
- Department of Human Resources
- Department of Inspection
- Department of International Cooperations
- and the newest department which demonstrates the MoF intentions regarding aquaculture is the Department of Aquaculture.

3.2.1 Department of Economics

The department handles all economical aspects of the fishing industry and major activities involved such as information regarding fees, taxes, catch, export and at the same time making this information accessible in the form of reports and other publications. The number of staff in the department is 11, where six have a university degree and five have a medium level education or less. Currently the ITC belongs to this department with its two staff members. New recruits to the department are given basic training to support them in their work and also some of the staff members go abroad for longer courses and even towards advanced degrees. In addition the department conducts workshops, scientific meetings and local seminars.

3.2.2 Department of Administration and Finances

No information regarding the operation, the staff profile and the training of the staff was provided.

3.2.3 Department of Human Resources

The role of the department is to handle various aspects regarding the staff of the MoF. It keeps all records of the staff and monitors any changes that take place in the personnel. Currently there are eight staff members in the department, of whom two have a university degree and six have a medium level education. The training the staff receives is all in the form of a short term training, such as workshops, and seminars on planning, financing, etc. The department contacts other departments of the MoF and monitors their training activities. It also receives requests from the departments/people for training. The DHR is responsible for assembling a list of training requests and delivers it to the minister who makes the final decision on who will be trained.

The Department of Human Resources does not manage the training nor does it conduct any training activities for the staff of MoF. To do that, they need more resources such as people, money and equipment, and more authority to operate in such way.

3.2.4 Department of Inspection

The Department of Inspection is mainly responsible for inspecting various premises and vessels within the fishing industry. It is also involved in sampling from catch and fishery products for quality determination and is therefore linked to the laboratories that analyse these samples. There are about 40 people working directly and indirectly for the department, of whom 50% have a university degree (8 have a MSc degree) and the rest has medium level education. The staff receives training in various aspects of inspection and quality issues on a regular basis but it also receives basic training in English and IT – mainly computers and data management. The department conducts an annual meeting, which is about one month. Most of the staff attends these annual meetings. In addition the staff attends various short workshops and seminars organized by the department. Since 1991 the annual number of training activities has increased and in 1997 and 1998 the department organized or sent their staff to 10 training activities, which ranged from basic English and computer courses to advanced training on HACCP quality system and new regulations. These training activities that are organized by the Department of Inspection are also attended by people from the fishing industry. In the beginning of the year the department sends out a list of upcoming training events to the provinces and the private sector. The number of participants vary but it is common to have about 25 in each course. Of those 25 participants, about 15 come from the department and 10 from the industry. All arrangements for the training courses are made by the staff of the department. The arrangements include advertisements (communication to the industry), logistics, renting a lecture room, managing the equipment used, and communicating with the lecturers. Since many of the participants come from outside Maputo the MoF needs to pay all accommodations and daily allowance. The industry pays for its people attending the training courses but it does not pay any course fee to the MoF/department.

3.2.5 Department of International Co-operation

The department acts as a support unit for the MoF on international issues. Currently there are three staff members in the department, two with a university degree and one with a medium level education. It tries to provide the staff with basic training in English and computers and also on Governmental administrative issues.

3.2.6 Department of Aquaculture

The department of Aquaculture is the newest department within the MoF. Currently there are 3 staff members but the number is expected to go to five by the end of next year (2004). The department's role is to look into the aspects of aquaculture as an industrial sector and also as an option for small-scale farmers. The training needs of the department are evident. Currently there are no representatives of aquaculture in the provinces. There is a need to train at least 30 aquaculture extension officers to assist the industry and the farmers to establish their ponds and fish culture. The staff members need further training in aquaculture issues. Recently the staff held a one week training course for about 20 farmers and four extension officers. The total cost of this short training course was about 4000-5000 USD. The total number of farmers which have been listed as small-scale

aquaculture farmers is about 2600. It is the hope of the department that education/training at the grass-root level will help develop this sector. If five such short training courses are conducted for farmers and each farmer delivers the knowledge to five other then the Department of Aquaculture expects to reach 500 farmers per year for a total cost about 20-25 thousand USD.

3.3 Institutes under MoF

3.3.1 The Fisheries School (EP)

The school provides training for future fishermen and the graduates are mainly trained to become officers on vessels. The school is located about 30 minutes drive outside Maputo and is located on a area of about 3000 m². The length of study to become a full fledged officer is five years, where two years are spent at sea for practical training. The school year is from September to June. The number of full-time teachers is 18. Of those 18, six have a university degree and the rest a medium level education. In addition to the permanent teachers, two technicians from MoF teach part time and the school also receives part time assistance from the Marine Research Institute and the from the Inst. of Small Scale Fisheries. The total number of employees is around 60 including those who are not directly involved in teaching work in the administration and in maintenance of the premises, and in service for the students. Currently the total number of students is about 60 and the facilities can accommodate 120. There are plans (2004) to start renovating the school starting with the houses for the students. After the renovation the school should be able to accommodate 200 people. The school has a library (figure 1) but no new books have been purchased for the past three years when the school received support from FAO and NORAD.



Figure 1: Visit to the library of the Fisheries School (EP)

3.3.2 Institute for Small Scale Fisheries (IDPPE)

The Institute for Small Scale Fisheries is one of the biggest units under MoF. The operation is mainly directed towards the life of the artisanal fishermen and their communities. The staff of the IDPPE work closely with the fishing communities, where they collect catch data, advice on the fishing gear and boats and processing of the fish.

The total number of staff is over 150 and they service the entire coastline of Mozambique. Of the 150 staff members most of them or over 85% have a medium level education or less. The training need of the staff is evident in all fields of the fisheries and basic studies. Currently the institute receives training support through a project in the northern Mozambique funded by the Mozambique Government, NORAD, Japan, France and Spain. In addition some of the staff members (with a university degree) have been trained through ICEIDA and the UNU-Fisheries Training Programme in Iceland.

IDPPE has a small library that co-operates with the ITC and they also have a lecture room which can be used for various activities

3.3.3 The Marine Research Institute

The role of the IIP is to monitor the conditions of the marine resources of the coast of Mozambique and to develop more knowledge about the marine environment. It also advises the MoF on the utilization of the marine resources. Of the approx 100 staff members, one third has a university degree. There is a library at the IIP and lecture rooms which can be leased for meetings and conferences.

3.3.4 The Fisheries Development Fund (FFP)

No information regarding the operation, the staff profile and the training of the staff was provided.

3.3.5 Provincial Offices

No information regarding the operation, the staff profile and the training of the staff was provided.

3.4 Training policies at the ministry

Currently there is no policy available at the MoF on training and training needs (draft on training needs is in progress – see section 3.5). In general staff of the ministry has been going for long-term training to various countries but that applies mainly to the portion of the staff with higher education. That training is usually sponsored by donor agencies such as IFAD, JAICA, France Co-op and ICEIDA

No training officer is among the MoF staff and the Department of Human Resources acts as a mediator in terms of getting requests for the training of the staff. As mentioned above the DHR provides the minister with a list of people that have applied for training. The minister then decides who can go and no policy is available to guide his decision.

The MoF has not identified any areas that need to be strengthen. The MoF has also not identified how many personnel with either a Ph.D., MSc., or a B.Sc. are needed in the near future in order to support the fisheries in Mozambique.

The training that takes place within the MoF and in its institutions is often through the departments' initiatives. If such training is accepted by the MoF then the department is responsible for its success.

Very little cooperation seems to exist between departments in terms of training. Occasionally the Department of Human Resources does not know about training courses being held, where the participation of the personnel might even affect their employment status.

3.5 Draft document on training policy

A document on MoF training policy has been drafted but no one at the ministry was able to comment on it. A copy of the draft was submitted in Portuguese and a translation in English for the consultant.

The training policy document provides a vision of the MoF on the training in the fisheries sector. In addition to the main objectives it gives an overview of what type of training is needed and who will qualify for such training. The document covers general aspects and does not go into details on where the training will take place or how much training is needed for individual departments and institutes.

The vision of the training is twofold.

- The training should contribute to the capacity building of different public institutions
- The training should be directed to the immediate needs of the fisheries sector.

To move in this direction the MoF wants to conduct systematic training among staff of both MoF and its subordinate institutions in various ways, both of general and specific nature. MoF wants to integrate staff with new knowledge into the sector as fast as possible.

The document identifies three levels of training:

1. Medium level of training which includes:

- Accounting
- Public administration
- Financial management
- Archivist and documentation
- Secretary and office administration

2. Higher level of training that includes:

- Economics
- Management of enterprises
- Advanced financial management
- Biology
- Agronomy
- Law

- Food engineering
3. Specialist training towards an MSc. degree and PhD. degree in specific fields.

The MoF identifies several area of high priority for professional training:

- a) Management
- b) Human development
- c) Fisheries training
- d) Public relations
- e) Port operation and capacity building
- f) Naval architecture
- g) Teacher's education for the fishing industry
- h) Administration

In short, it can be said that the Training and Policy Strategy identifies the areas which are in need for staff training and divides the training into three levels. This information is of great importance for future development of the fisheries sector as it provides future direction. What is needed in addition to the document is an analysis for each department of the MoF and for the institutions and provincial services on the amount of staff needed to carry out the policy of the MoF and what type of qualifications the staff needs to have. Specific goals need to be formulated for each department and institutions and an action plan needs to be created to determine when those goals should be reached.

4 TRAINING NEEDS AT THE MOF

When the vision of the MoF on training as reflected in the draft document on the training policy and strategy is compared with the staff profile of its department and subordinate institutions then the following training levels and needs can be identified.

The training need of the MoF staff may be categorized in three ways depending on the level of training and on the educational background and status of the employees.

- 1) **1st level of training:** There is need for training in basic skills such as the use of computers, the use of specific computer software, basic administration skills, document filing, languages, communication skills, data gathering, data organization, and governmental administration.. These training courses would be designed for staff with lower level education and also for new recruits that are being trained for the job. The duration/extent of the courses may vary from 1 day to 1-2 weeks depending on the organization. The courses might have various levels such as level one and level two etc.
- 2) **2nd level of training:** There is a training need on more specific issues within the specific fields that are represented in the MoF and its institutions. These types of training courses are meant for the professional people that have acquired higher education. Such training might be in the form of a lecture, lecture series,

workshops and seminars with duration of 1-14 days. Since the topic of such courses is highly specialized the courses would be for relative few individuals.

- 3) **3rd level of training:** There is need for long-term training of the staff. In this case usually the staff has to go abroad for advanced training although training towards a first university degree may be done in Mozambique. This type of organized training on behalf of the MoF will rely on the analysis of training needs.

Since there is no specific and official training policy available from the MoF, it is therefore difficult to lay out a plan on what training course should be offered every year and how many could attend. But, considering the number of staff at the MoF of 224 personnel with elementary level education, 220 with basic and a medium level education and over 130 with a university degree then it is easy to speculate on the number of staff being trained per year. One can propose that 10% of the staff suitable for the 1st level of training might be trained in any of the basic components mentioned above per year. That may be translated into 22 staff members with an elementary level education and 20 staff members with a basic and medium level education.

For the staff with higher education the need will depend on the activities in each department. It is, however, possible to think of common training courses that cut across departments such as courses on Government administration, financial administration, advanced computer course, statistics, publication and design in addition to language courses and composition.

4.1 Role of the ITC in terms of training

The Information and Training Centre should be a support unit to all departments and institutions. The training part of the ITC should consider three issues:

- 4) To conduct 1st level courses on a regular basis for the staff with medium level education and less across the departments and institutes. The ITC should schedule these training courses on a regular basis for the convenience of the staff stationed outside Maputo. The ITC should develop a curriculum for the courses and prepare it for the trainees.
- 5) Support the departments in organizing, developing and conducting the 2nd level courses. This can be done by having the ITC advertising the course to the groups that might be interested, preparing the course material, arranging logistics, managing the financial issues and arranging the venue.
- 6) Support the staff that are in or are heading for long term training outside Mozambique. This might be done through monitoring training opportunities, training support, assistance with communication etc.

In general, ITC should just conduct 1st level courses that can apply to staff across the MoF and its institutions. It should **not** conduct courses meant for specialists. These course are more of an irregular nature both in terms of content, frequency and location.

4.2 Facilities available

Facilities to conduct various training are available in different location close to the ministry. Several of the subordinate institutes have lecture rooms and libraries and in addition some of the hotels in Maputo provide facilities for conferences. A convenient accommodation for a large group is more difficult to find and the Fisheries School is basically the only place that can have people for more than one day. There are plans to improve the accommodation at the Fisheries School and increase the capacity. The consultant could not visit all the institutions to evaluate the facilities that can be used for staff training due to shortage of time in Maputo. The following list provides a minimum number of institutions and facility that may be used for training courses.

- EP: have facilities for 120 people (rooms, food and lecture rooms)
 - Renovations planned
- MoF: lecture room
- IIP: lecture room
- IDPPE: lecture room
- University: lecture room
- Private lecture rooms

5 CONCLUSIONS

- The Ministry of Fisheries and its institutions is growing in terms of manpower. From 2001-2002 the number of staff at MoF increased 70%, the number of provincial staff increase almost 18%, and the staff increase at the IDPPE was 27%. This increase in staff is mainly in the group of staff that have a medium level education or less.
- The increase is not just in the staff development but the MoF has taken on new issues, such as aquaculture, which will flourish in the future.
- Training needs are evident at the MoF. Just the increase of staff shows the expansion on behalf of the ministry and new recruits have to be trained, mainly 1st level training.
- In most of the departments and institutions some staff training is taking place, and the training is often organized by the departments themselves.
- Great effort by some of the departments goes into the organization of many of the training courses.
- There seems to be very limited coordination within the MoF regarding training.
- There is no active training officer at the ministry.
- Most of the decisions regarding training of staff are made by the minister. If training takes place, which the minister has not agreed to, then the DHR will probably be unaware of it.
- Currently there is no policy available regarding training
- The MoF has no vision in terms of what areas within the fisheries sector needs to be “upgraded”
- There are no plans how many PhDs, MScs and BScs are needed in the future
- The role of the ITC could be to monitor training needs and coordinate training
- The ITC could conduct training at the 1st level which should be suitable for personnel with medium level education or less across the departments at the MoF and institutions, total of 450 people. The courses can be standardized and offered at a regular interval through out the year.
- The ITC can act as a support unit within the ministry where it will help in organizing and managing the courses, seminars and workshops held/conducted by the departments.
- The ITC could assist in finding appropriate training abroad (support, scholarships, training opportunities) for staff members
- Facilities are available to conduct training courses.
- The Fisheries School could be suitable for larger training courses and seminars, where it can accommodate up to 120 people in June, July and August when the school is not in operation. During the school year the school can accommodate 30-50 people.
- The MoF might need help in analysing the training needs for the next 5-7 years in relation to their master plan and future activities in the fisheries sector.

6 RECOMMENDATIONS

- The ITC should be fully established with a functional training component.
- Its role should be to conduct and develop 1st level training courses for the staff in the MoF and its institutions with medium level education and less. It should act as a support unit to the departments and institutions in terms of 2nd and 3rd level training, which normally should be conducted by the departments and the institutions.
- To begin with the ITC should only focus on the Governmental training needs. When the role of the ITC has been well defined then the ITC can start serving the private sector
- In order for the ITC to be sustainable it needs to generate money for its operation. If the industry wants to participate in the training courses offered by the MoF (conducted or coordinated by the ITC) then it needs to pay for the service.
- The ITC should be placed under the Department of Human Resources. It is important to establish a short and a direct link between ITC and the DHR which registers all changes in the staff developments.
- In 2004, help should be provided to the MoF to better define the training needs across the departments and institutions. The focus should be on courses which will be conducted locally, how many staff members with a university degree are needed and the type and number of courses to be given annually.

6.1 Recommended support plan for ICEIDA

- ICEIDA should provide expert support in 2004 that will help MoF to clarify its training policy and identify areas which need to be strengthened and prioritize the need. The expert should also help the MoF to estimate its training needs in terms of personnel, for the next 5-7 years.
- In 2005 ICEIDA should support 3 ITC staff members that will work on the training component. The goal should be to organize 4-5 short (2-4 day) training courses at the 1st level on selected topics. These courses should be delivered twice during the latter half of 2005.
- ICEIDA should provide expert help in developing curriculum and study material for these courses.
- ICEIDA should pay for experts needed to deliver these training courses
- If the Fisheries School is suitable for conducting the 1st level course then ICEIDA should pay for housing and food in the courses in 2005.
- ICEIDA should support 5 staff members of the ITC in 2006, then support 3 staff members in 2007 and 1 staff member in 2008.

APPENDIX 1: LIST OF DOCUMENTS

Agreement between the National Directorate of Fisheries (DNP) and the Icelandic International Development Agency (ICEIDA) October 1999 - October 2002.

- Project Identification Document
- Revised Budget 27.October 1999
- The Role of the Information and Training Centre
- Addendum to the Agreement between the National Directorate of Fisheries (DNP) and the Icelandic International Development Agency from June 2003.

Draft Agreement between The ministry of Fisheries of Mozambique and The Icelandic International Development Agency regarding Institutional Cooperation in the Fisheries sector from October 2003.

Progress report no. 3 January to December 2000

- Financial report March - December 2000.
- Progress Report no 1. January to June 2001.
- Financial Report January to February 2001.

Reports on the establishment of an Information and Training Centre:

- October 1999
- May 2000

Evaluation of Mozambique's fisheries training need and options in relation to an Information and training centre in Maputo, March 2000

Annual reports:

- 1999
- 2000
- 2001
- 2002

Ferðaskýrslur á íslensku:

- Þórdís Sigurðardóttir, 1999
- Sighvatur Björgvinsson, 2001
- Margrét Einarsdóttir, 2002
- Margrét Einarsdóttir, 2003

Other reports:

Development Plan of the fisheries sector 2002 -2006

MoF. Training Policy and Strategy (English translation)-DRAFT 2003

MoF. Information on staff at MoF and its institutions for 2002. Department of Human Resources (in Portuguese)

MoF. Various material regarding training courses at the Department of Inspection

APPENDIX 2: LIST OF CONTACTS

Mr. H. L. A. Tembe. Director of Departments of Economics, MoF

Ms. Luisa Arthur. Director of Department of Inspection, MoF

Mr. Samuel Adival Massinga. Director of Department of Human Resources, MoF

Mr. Ibelio Candido. Librarian at the ITC, MoF

Mr. Paulino Cumbane. Director of Human Resource Department at IDPPE

Ms. Isabel Omar. Director of Department of Aquaculture, MoF

Ms. Angelica. Director of Department of International Cooperation, MoF

Mr. Joaquim Madeira. Principal of the Fisheries School (EP)

Mr. Margeir Gissurarson. ICEIDA project manager

Ms. Elín Sigurðardóttir ICIEDA country director

APPENDIX 3: TOR FOR CONSULTANT

1. Introduction

The consultancy services are being undertaken by request from the ICEIDA and the MoF in order to get an assessment on the feasibility of establish a training centre at the MoF.

2. Background

Reference is made to the Agreement signed April 21st 1996 between the Government of Iceland and the Government of Mozambique regarding development co-operation between the two countries.

From 1997 Iceland has provided technical support and funding to the fishery sector through the Ministry of Agriculture and Fisheries and later through the new Ministry of Fisheries (MoF). Co-operation between the parties has included: Building and upgrading of laboratory in Maputo and Inhambane, technical assistance in quality control, emergency aid to artisanal fishermen due to the floods in 2000, fish research.

Other project falling under the scope of the MoF is establishment of the above ITC. Agreement between the former National Directorate of fisheries (DNP) that now is MoF and ICEIDA was signed in February 2000.

The centre is intended to collect and disseminate information on fisheries, engage in publishing work and organise training courses as needed. The centre will serve all parties engaging in activities relating to fisheries. The information component of the project started already as planned 2000 and a short-term advisor from Iceland finalized her involvement in the project with a comprehensive register of completed activities in October last year. Due to several reasons the training component of the project was delayed and was postponed until the year 2003.

Addendum to that former mentioned Agreement was signed in June 2003, there is stipulated that ICEIDA shall provide short-term consultancy for a feasibility assessment of the training component before the initiation of that component.

The output of the consultancy services shall be in the form of a report or rather a feasibility assessment of the training component. The assessment shall be made by a team and the MoF shall assign representative(s) to that team. Should the assessment indicate the feasibility of establishing of Training Centre at MoF funded by ICEIDA, the consultant and the team will outline a proposal for its implementation, funding and timetable.

3. Objectives of the exercise

The consultancy service is carried out to provide information on following:

- The Ministry's training policy and intentions in that field:

- for the Ministry's personnel
- for other groups working in the fishery sector
- The real training needs of the Ministry and the fishery sector.

So the result will be establishment and foundation of the training component as a part of the Information and Training Centre, a centre that is responding to real needs and is established in accordance with the policy of the Ministry.

4. Issues to be studied

Scope of work shall focus on providing information for decision makers; ICEIDA and MoF so they can in a realistic way organise and establish in co-operation the training component of the Information and Training Centre as stipulated in the Agreement.

The report shall outline a proposal for the establishment and implementation of the Training Centre bearing in mind that the overall objective of the Project, Information and Training Centre, is to strengthen the competence and capacity of the Ministry of Fisheries and its provincial Administrative Services, for both the sustainable fishery administration and management and the assurance of quality standards of the fishery products. Furthermore the project aims to serve decision makers at governmental level, stakeholders in the fisheries sector, donor agencies, general public and other interested parties, by providing required information and guidance.

Issues to be studied:

1. Policy

- Has the Ministry planned to use the Centre and if so, how?
 - shall it serve all the Ministry's personnel?
 - shall it serve other, like the fishery industry?
 - shall it educate people of the utilization in the marine resources?
 - fish handling?
 - management?
 - computers and information techniques etc?
 - what is most important and has priority for the Ministry?
- The service policy of the training centre?
 - shall the Ministry provide the fishery industry possibility to participate in training courses, free of charge?

2. Training needs

- Identify the target group or the users of the training centre.
- Identify the trainees

3. Housing, material, equipment

- Identify location for the training centre
- Assess the need for material equipment.

4. Estimated budget for the training component

- The first phase for year 2004 - 2005

5. Provide information about others international Agencies' support to the training in the fishery sector

5. Plan of Work

Information collected will be both qualitative and quantitative.

Interviews with key informants, including the Ministry, directors of departments and staff, representatives from the fisheries sector, international development Agencies involved in support to MoF (in training)

- Collection of other information pertinent to the training that will be offered by the Information and training Centre.

6. Required expertise

The consultant/ team leader shall have a University Degree in Education and Fisheries Sciences and a good understanding of training and management issues. Fluency in the English language is required and knowledge of Portuguese is an advantage.

7. Reporting and Timetable

Preparation for the consultation will begin during one week, the period

Fieldwork will be carried out in Maputo on 16th -21st of November 2003 during 5 days.

A draft report will be prepared on-site in order to facilitate discussions on sections of the report, thus increasing the reliability and validity of the information presented in the report.

The final draft will then be submitted in?December 2003 to the ICEIDA and sent to the MoF in Maputo

8. Co-operation parties

The consultant will work closely with The information and training Centre's project director (Tembe) and ICEIDA's project manager (Margeir) as well as with the staff of the Training Centre and relevant MoF personnel and ICEIDA personnel in Mozambique.

The consultant and team leader will be: Mr Thor H. Ágeirsson (M.Ed. and M.Sc), Deputy Programme Director of the UNU Fisheries Training programme in Reykjavík

APPENDIX 4: PROJECT DOCUMENT