

DECENT WORK, A RECIPE FOR GROWTH A MARKET SYSTEM ANALYSIS OF THE RESTAURANTS AND CATERING SECTOR IN MOZAMBIQUE

May 2018



MOZTRABALHA

With support from the Government of Sweden, the ILO implements the MozTrabalha project, which seeks to create and improve employment outcomes in both urban and rural areas, by focusing on the implementation of employment-intensive infrastructure investments and green enterprise solutions, and by creating opportunities to access productive employment for women and female-headed households.

The project pursues a market systems development approach as the unifying framework. The application of this methodology has been supported by ILO's project The Lab.

This paper summarises the findings of the market system analysis of tourism restaurant and catering sector in Mozambique. To request the full report please contact: maputo@ilo.org

I. DECENT JOB OPPORTUNITIES

In Mozambique, the hotel, restaurants and retail trade sectors are increasingly recognized as a major source of economic growth and potential employment. Recent forecasts in particular related to tourism growth and the liquefied natural gas (LNG) boom present opportunities to create jobs and enterprises that can cater to the increasing number of clients arriving in Mozambique.

Maputo, the main gateway to the country, has the largest concentration of business and leisure tourism, which offer great potential for the development of food establishments and products that can complement the offer of this important tourist destination.

Between 2006 and 2014, 47% of direct investments in Maputo were implemented in the tourism industry and 34% of new jobs were provided by this sector. The province is also home to around 24,000 tourism workers, which represent 40% of all jobs in the sector.

In the Northern region, Cabo Delgado offers a different though positive scenario for the development of restaurants and catering services. This originates in the gas and oil developments which forecast the establishment of large campsites for thousands of workers in the industry. This scenario will bring about opportunities to offer and develop catering services, as well as business tourism products.

Lastly, the Inhambane province, as one of the most prominent tourist destinations in the country, offers a

solid local production through which small-scale producers sell to traders and businesses caterings. However, the country still faces significant challenges to reap the benefits of new investments for the benefit of the local workforce and enterprises.



II. THE RESTAURANTS AND CATERING SECTOR

The sector of hotels and restaurants contributed to 2.4% of the country's GDP in 2015, thus decreasing its participation in comparison with 2010¹. However, in output terms, the total contributions of hotels and restaurants are constantly growing in the last ten years and are expected to increase in the upcoming decade². Regarding employment, while the agricultural sector is still the dominant employment provider in the country, the total contributions of tourism and travel to employment in 2017 constituted 7.9% of total employment (770,000 jobs). For 2018, this is expected to rise by 6.1%³. In the past, the tourism sector's poor underperformance, in terms of direct

employment and tourist arrivals, was owed to perceptions among tourists of insecurity due to political risks, as well as to an underperforming South African economy⁴. Nevertheless, the sector is expected to recover in the upcoming years, in part due to the reactivation of gas and oil megaprojects.

A handful of variables determines the profitability of tourism in Mozambique: labour productivity and costs, costs of imported inputs (primarily food and beverages), and efficiency in the movement of visitors.

An analysis of the tourism industry in 2014 identified 'food and beverages' as one of the major costs of tourism, greatly due to their high costs. In Mozambique, 70% of food and beverages are imported. In some tourist destinations like Cabo Delgado, this figure rises to more than 90%. This indicates the need to develop locally-produced and cost-ef-

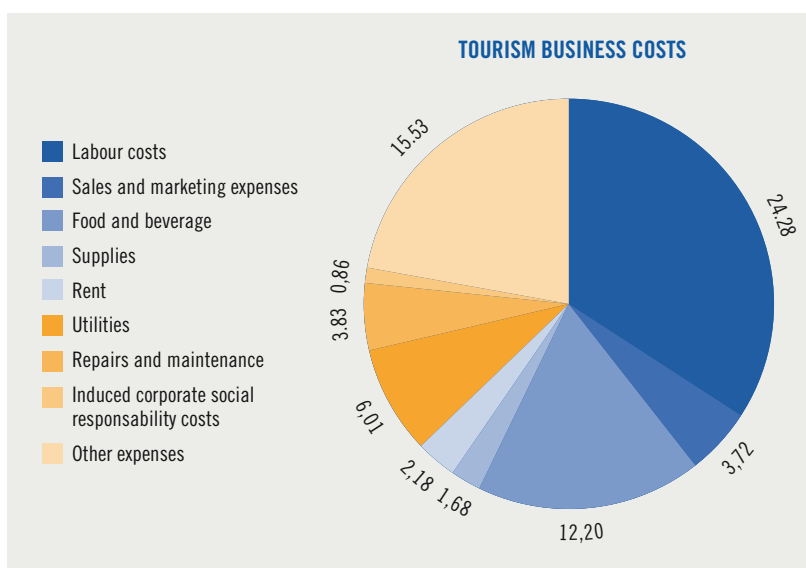


Figure 1. Tourism business costs (source: SPEED Program 2014)

| NORTH | CENTER | SOUTH |
|---|--|---|
| <ul style="list-style-type: none"> • Cabo Delgado, Nampula and Niassa Provinces, also called 'the Jewel of Tourism'. • Destination for international, national and regional markets. • Tourism mainly concentrated in Nampula, Nacala and Pemba cities. • Rich in natural resources, tropical islands and beaches, and large ecotourism development opportunities. • Growing interest by investors in new project infrastructures such as hotels, hostels and campsites. • Poor culinary and gastronomy development targeting tourists. | <ul style="list-style-type: none"> • Sofala, Manica, Tete and Zam-bezia Provinces. • Rich in natural resources, wildlife conservation and preservation, exotic animals. • Destination for adventure tourism and ecotourism. • Destination for business (Beira city, which is the second largest city in Mozambique and important regional economic centre), but also for sand and sea. • Destination targeted by domestic and regional markets. | <ul style="list-style-type: none"> • Maputo, Gaza and Inhambane Provinces. • National and regional destination for sun and beach holidays, and for business and leisure tourism. • Concentrates almost 50% of the national tourism (over 50% of the total registered businesses in tourism are here). • Tourist infrastructure is accessible and more developed in this area. • Most of the restaurant and catering activities are also concentrated in the Maputo area. |

Figure 2. Main tourist zones in Mozambique and characteristics

- 1 African Economic Outlook (2018), Mozambique profile
- 2 WTTC (2018)
- 3 WTTC (March 2018), The Economic Impact of Travel and Tourism March 2018, Mozambique 2018 Annual Research Key Facts
- 4 Deloitte (2016). Mozambique's Economic Outlook.



fective sources of food for businesses in Mozambique. Nonetheless, the vast majority of the supply chains of locally produced fruits and vegetables are inefficiently developed mainly due to weak commercial links. Labour is still the primary cost, representing 24% of the total tourism business costs in Mozambique.

Tourist zones are usually subdivided into three: north, centre, and south, in which several major tourist destinations are located. Each of these presents different geographical, and socioeconomic development profiles, which define the conditions under which restaurants and catering services may or not develop. The following table provides a description of their most distinctive characteristics.

Regarding the restaurants and catering services value chain, the following figure allows a general visualization of the goods, services and businesses from food production until the final sale. Using a demand and supply perspective, the next section provides a detailed description of the types of businesses involved in the supply of goods and services, current and potential demand, as well as its implications on the labour market.

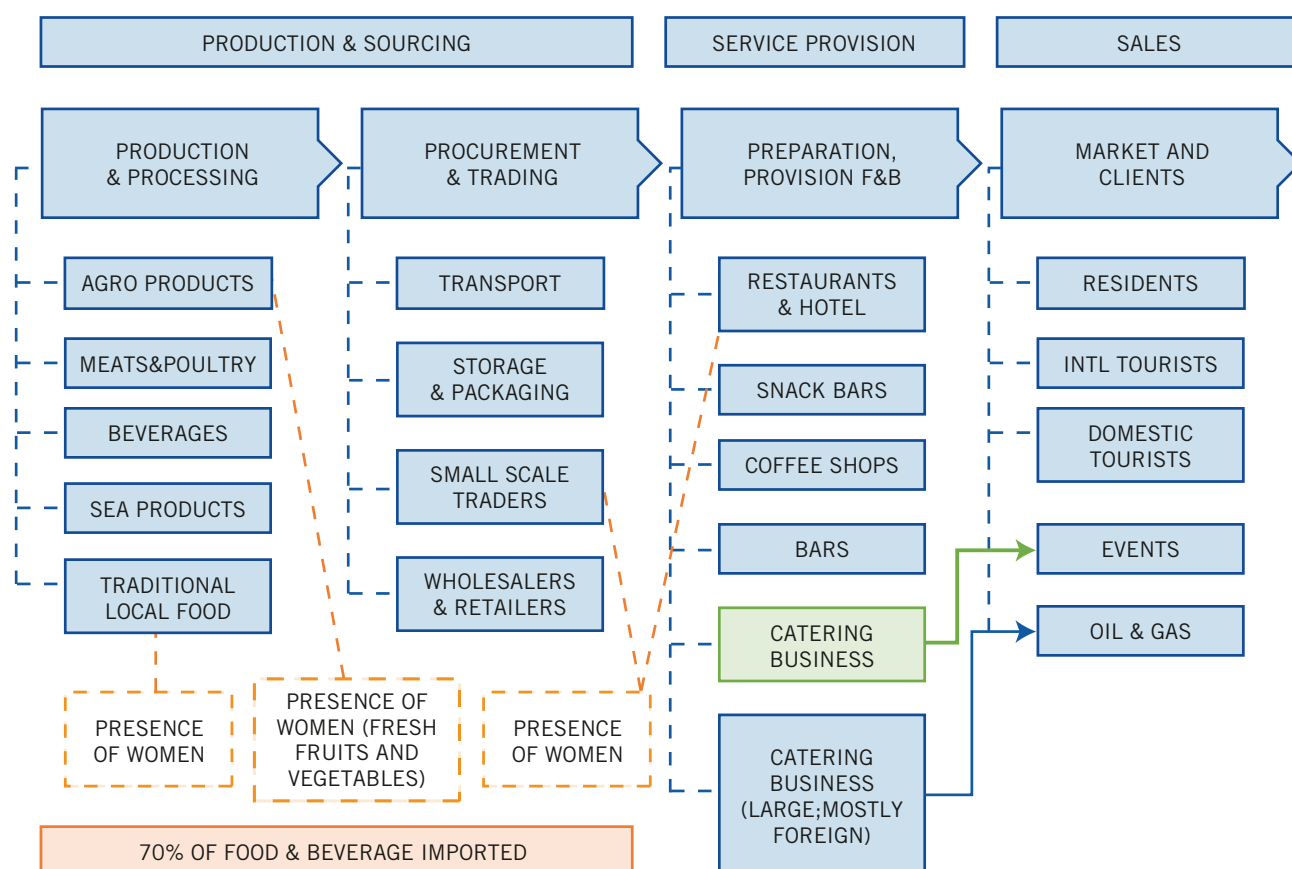


Figure 3. The restaurants and catering services value chain

A) MARKET DEMAND

Mozambique has a great potential for catering and restaurants as they are under permanent local market demand. The market for these services and products is mainly domestic (residents) in urban areas (90% of the demand), and to a lesser extent by the tourism market (10%)⁵. However, in leisure tourism destinations the demand basis changes for residents (20%) and tourists (80%).



Figure 3. Market demand for restaurants and catering services

There is an untapped niche market among European and American tourists and residents who demand local native and traditional food, as they would like to taste and experience Mozambican traditional food. Nevertheless, restaurants do not usually explore this option through their menus. Due to this increasing demand, some established restaurants have started to source prepared foods from local producers, such as women groups/cooperatives, though these relationships are usually sporadic.

Another market segment lies in oil and gas companies stationed in the Northern provinces. These have brought new demand from Oil & Gas companies for catering services to feed a large number of workers, hold business and work-related events, among other activities. Examples of these companies are Anadarko and ENI.

In particular in Cabo Delgado, the medium-term development scenario for the catering businesses, which is forecasted to peak in 2022/2023, offers huge numbers of possible labour posts for Mozambicans who can be hired by the international catering businesses already established in the country or which will come as a result of the gas and oil exploration expansion.

B) MARKET SUPPLY

The formal tourism sector is served by a total of 6,675 business units in Mozambique⁶. This includes accommodation, restaurants, catering businesses, casinos, and coffee shops. Out of these, 1,752 business units in restaurants and catering are represented by SINTIHOTS. Of these units, 75% correspond to small businesses, 20% to medium and 5% to large.

In general, local small-scale processing units and businesses do not meet basic standard requirements. As a result, only the large ones, dominated by foreign investments, are used as suppliers by the catering industry. Cabo Delgado has several formal (both domestic and foreign) suppliers; however, most of the products and inputs for catering businesses related to tourism are sourced from outside the Province. In this supply chain, women are mainly informally involved, with a few women groups preparing jams, cashew meat and cashew juice for hotels. Accordingly, women are also involved in the collection of seafood.

In the last years, there has been an increasing number of fast food outlets and restaurants in Mozambique. According to established restaurants, there is also a rising unfair competition from unregistered and illegal catering businesses. In their view, the catering business is a highly polluted environment due to many “pirate” operations which are not licensed nor pay taxes. This threatens registered restaurants and catering services, and could potentially damage the opportunities for decent work if businesses opt to remain unregistered⁷.

Other threatening factors include the presence of local cartels and illegal activities, poor domestic linkages at the initial levels of the value chain, forcing hotels to source food products from Maputo or abroad, as well as poor linkages between restaurants, catering services and final clients.

More recently, there is presence of small-scale local female traders known as Guevas, which supply fresh products like fruits, vegetables and seafood, and act as intermediaries between producers and restaurants. In their roles, they act mainly as traders but may also pre-process some of the fruits and vegetables as required

⁵ Information provided through interviews with restaurant and catering owners

⁶ Information provided by SINTIHOTS (2017)

⁷ Interview with Artur Rocha, Owner of Restaurant Costa de Sol (October 2017).



GUEVAS AND THEIR ROLE IN THE LEGALIZATION OF BUSINESSES

A growing number of traders (Guevas) are serving as reliable links by being able to intermediate transactions between small-scale producers and clients as they can provide legal transaction documents (using a simplified tax regime for small taxpayers). Some of them can guarantee large volumes of products respecting quality as they risk their own investments and prefer to create a regular clientele. This is a result of the success of the fiscal policy on Simplified Tax for Small Taxpayers (ISPC), designed to promote small businesses. Increased intermediation can also guide producers on the demand requirements. The ISPC covers the turnover achieved during the tax year. In relation to the previous year, this must be equal or less than 2.500.000,00 MZN. Taxpayers with a turnover up to 36 minimum wages of the highest minimum wage at the end of the fiscal year are excluded from the ISPC.

Source: ISPC Regulation - Decree n° 14/2009 April 14th

by the clients. In this scenario, 80% of the required products can be sourced locally. Fish, shrimp, lobster and seafood are supplied primarily by men traders.

Despite the local supply capacity, restaurants and catering services are still reluctant to buy directly from producers due to the poor quality of products, lack of packaging and because these small-scale producers do not provide legal receipts. In fact, small-scale producers are very hesitant to become legalized and cannot provide legal fiscal documents (invoices/receipts) for all input products as requested by the Tax Authority.

C) WORKERS AND WORKING CONDITIONS

There are approximately 61,705 workers⁸ in the formal tourism sector, of which 28,700 are women. This includes workers in accommodation establishments and catering-related businesses. Working conditions characterizing the industry are:

- **Improper food handling and hygiene conditions in restaurants and food establishments:** According to SINTIHOTS, workplace hygiene is one of the most pressing issues impacting workers.
- **Low productivity and wages:** There is a tendency shown by employers to pay workers' salaries below the values registered on official documents. Workers do not complain due to fear of losing their jobs. The official minimum salary is currently 5,328 MZN for the tourism sector. Those who comply with their legal obligations still keep salaries low in order to keep costs under control.
- **Lack of career progression and attractiveness to young people:** Young, ambitious men and women are not attracted to work in the sector, which is considered to be low in the scale of professional social recognition.
- **Skills mismatch:** Trained workers are not finding jobs once their skills do not correspond to sector requirements.
- **High rates of workers in informality:** There is a general trend of having large numbers of unregistered workers (informal workers in formal businesses). Some employers avoid registering their workers in the INSS in order to keep costs as low as possible. As INAE does not monitor informal sector businesses' conditions, these tend to remain out of control and do not follow any standard procedures. However, it has been noted that informal catering businesses managed by women tend to reflect better conditions in hygiene, food quality and, in general, better working conditions.

⁸ Information provided by SINTIHOTS via interview (October 2017)



III. THE RESTAURANTS AND CATERING MARKET SYSTEM

Catering and restaurant businesses are regulated by a framework law (Decree 49/2016) and various institutions that monitor the behaviour of catering and restaurant businesses in relation to labour, taxes, standards and quality, thus supporting human resources development via superior education institutions as well as medium and basic level courses. A sectorial labour union supports the workforce in their relations with employers, while a national Federation of Tourism Associations represents tourism businesses in its permanent dialogue with the public sector.

The following figure presents graphically the market system complexity which has been considered for this market system analysis. In this, a set of institutions (both public and private) work toward supporting the businesses and workers that are involved at the core level of the value chain and, hence, influence their performance through the provision of business and financial development services (supporting functions) and the development and enforcement of rules and regulations. In this section, the most relevant supporting functions and rules and regulations are described to help understand how the catering and restaurant market system works.

A) TECHNICAL AND PROFESSIONAL EDUCATION AND TRAINING

Currently, there are training courses in ‘cooking’ offered by the Institute of Professional Education and Labour Studies Alberto Cassimo (IFPELAC), as part of their newly-developed curricular offer⁹. In this programme, students receive job placement support, while a selection receives support to form self-help groups (formed by 3-5 people) and start a micro-enterprise supported by INEP. As part of this, the groups receive training in small-business management and equipment kits to kick-start their business activities¹⁰. In their regular curricular program, IFPELAC manages and delivers training courses for chefs, table waiters, and bartenders, and includes seven training mobile units throughout the country.

IFPELAC receives government funding to cover fixed operational costs, while courses are partially funded by trainees through tuition fees. In some instances, companies may opt to pay for short training courses for their employees. However, these courses are limited in number and impact due to lack of funds, and in many cases, they do not correspond with businesses’ demand criteria regarding the quality of training results. Technical institutes and universities with tourism-specific courses include: UEM – ESHTI (In-



hambane); Catholic University of Mozambique; Pemba Industrial and Commercial Institute (IICP), and Dom Bosco Institute, which trains trainers in Hospitality and Tourism Management, to ensure that their coaching and practical skills are in line with market demand. In addition, the national trade union SINTIHOTS facilitates training courses for its members in the area of kitchen (cooking) and pastry, although it is not an ongoing and constant activity.

In general, the availability of quality technical and vocational education in Mozambique, in the area of restaurants and food preparation, is still in its early stages of development, with heavy support from donors. According to SINTIHOTS, there is no formal network of qualified trainers in Mozambique, reason why foreign companies choose to train their own workers on the job or by hiring a foreign instructor. Moreover, industry and business associations do not normally offer training for the industry workers. It is relevant to add that ANEP is currently formulating a strategy for the establishment of a national vocational training fund to finance training center programs¹¹.

B) ENTREPRENEURSHIP TRAINING AND BUSINESS INCUBATORS

In addition to the IFPELAC-led business incubator program, there is a Mozambican business development service (“IdeiaLab”), which runs as a business incubator and entrepreneurship training service. This

⁹ The course lasts 300 hours and is usually delivered throughout the course of 2 months.

¹⁰ National Management Committee (July 2017), *Competências para o Emprego e Produtividade em Países de Baixo Rendimento, Projecto KOICA TREE Moçambique PLANO DE ACTIVIDADES 1 de Junho -31 Agosto 2017*

¹¹ IFPELAC (2017)



was founded in 2010, with the purpose of inspiring entrepreneurs, supporting the development of start-ups, accelerating the growth of SMEs, and promoting entrepreneurship and innovation.

C) SECTOR PROMOTION AND BRANDING

In the area of tourism promotion, marketing, and branding, the Ministry of Tourism and Culture is the central organ of the state with this responsibility. This holds every year an international fair “Discover Mozambique - International Tourism Fair” with the pres-

ence of tourism stakeholders. In Cabo Delgado, there is a second festival also organized with support from the Department of Tourism, where several types of exhibitors expose their products and services, including culinary services. There is an increasing interest to hold this type of events. Nevertheless, businesses and residents in Cabo Delgado have less purchasing power which inhibits their capacity to organize it on an annual basis. Other small-scale initiatives to link local food producers to restaurants and tourism businesses include the Chandra initiative, a female community leader that promotes monthly fairs selling fruits and vegetables.

D) INDUSTRY ASSOCIATIONS

The Hotel and Tourism Association of Cabo Delgado (CDTUR) is one of the main stakeholders representing the sector in this province. CDTUR was created in 2006, but stopped operations for 5 years, resuming activities in 2016. Since last year, it has been re-

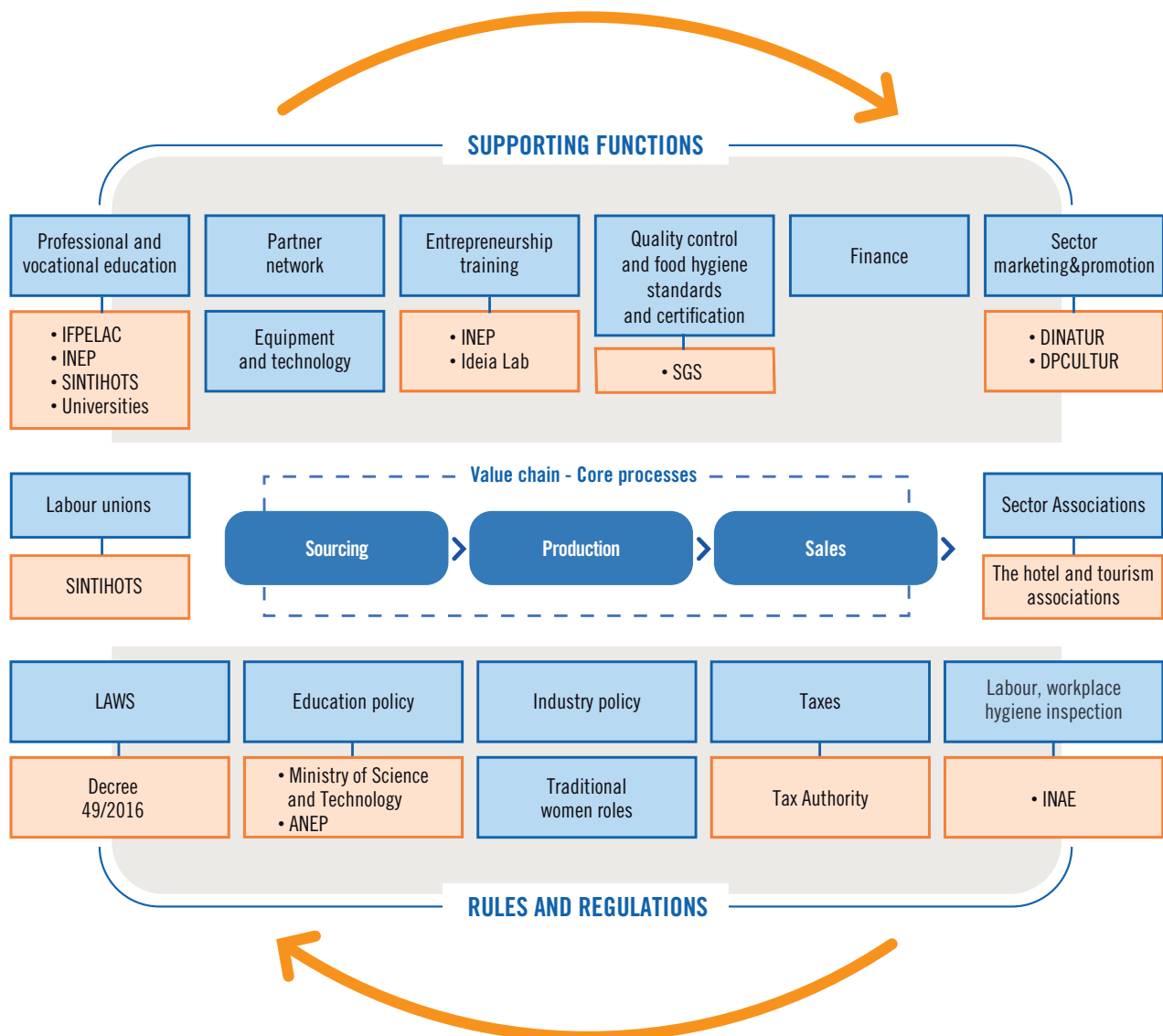


Figure 4. The restaurants and catering market system

talized and started its activities in a structured way. In Inhambane, the Provincial Tourism Private Sector Association, with more than 100 members, has co-financed initiatives with NGOS to provide training and refreshment courses to members' workers but these initiatives are very few and often do not result in real improvements for workers or their productivity.

E) DEFINITION AND ENFORCEMENT OF PROFESSIONAL QUALIFICATION SYSTEMS

Mozambique has developed a national system of professional tourism qualifications since 2010 when the "Professional Qualifier" was published. This defines and standardizes qualifications in the exercise of tourism, including hotels and restaurant services. It also provides guidelines for the recruitment process and career progression, and contains references to standardized wages by task. Nevertheless, several key tourism stakeholders expressed the lack of implementation of the professional qualification system.

National stakeholders currently intend to revise the implementation process of the Professional Qualifier. This is under the coordination of ANEP, which is the national authority that is responsible for assessing, accrediting and ensuring the quality of public and private higher education institutions. For this initiative, ANEP formed the "Extended Technical Sector Committee", which intends to coordinate vocational curricula contents with the Professional Qualifier's requirements, elaborate equivalences and skills certifications for trained workers who do not possess formal qualifications.

F) FOOD HYGIENE AND HEALTH STANDARDS IN THE WORKPLACE

INAE is the national authority, under the Ministry of Industry and Commerce, with the mission of ensuring legality in the exercise of economic activities, and for

regulating workplace conditions, including the compliance with food safety and workplace hygiene standards. Processed products must be certified by INOC (National Certification Institute) through the application of Norm 15 which regulates processing licenses. INAE inspections concentrate on uniforms, equipment, health standards, and workplace conditions but not labour registration, which should be covered by the Ministry of Labour through INSS, the Social Security Institution, where by law all workers have to be officially registered.

Through a series of reforms, INAE has sought to revitalize its role in the previous years and have a more prominent role in business inspections. As part of its new strategy, it intends to change the public perception of INAE as a 'police' of business operations, to a more educational and advisory support entity for businesses. Nevertheless, efforts have been recently inhibited by several internal and organizational issues, including: lack of funds; low levels of staffing, and inadequate training for inspectors.

G) CULTURE AND TRADITIONAL WOMEN ROLES

Women are largely excluded from economic activities and have little access to the tourism sector, constraint that is aggravated by imposed social norms. In Cabo Delgado, for instance, restaurants avoid employing women due to very high absenteeism, influenced by imposed gender-biased roles, compelling them to fulfill an additional caring and domestic work at home. Furthermore, the vast majority of trainees are men (90%)¹² due to low participation shown by women as they resent limitations resulting from the factors mentioned above.



12 Information provided by interview with DPT Inhambane (October 2017).



IV. GENDER ANALYSIS OF THE RESTAURANTS AND CATERING VALUE CHAIN

A) DIVISION OF LABOUR BY GENDER

Men and women have almost equal participation regarding the number of jobs. The general tourism sector in Mozambique is served by a total of 6,675 business units, which employ 28,700 women out of 61,705 workers (47% of total workers). Women are

particularly dominant in the catering segment, where they own almost 75% of the small and medium enterprises. The following figure describes the distribution of the female labour force in the value chain.

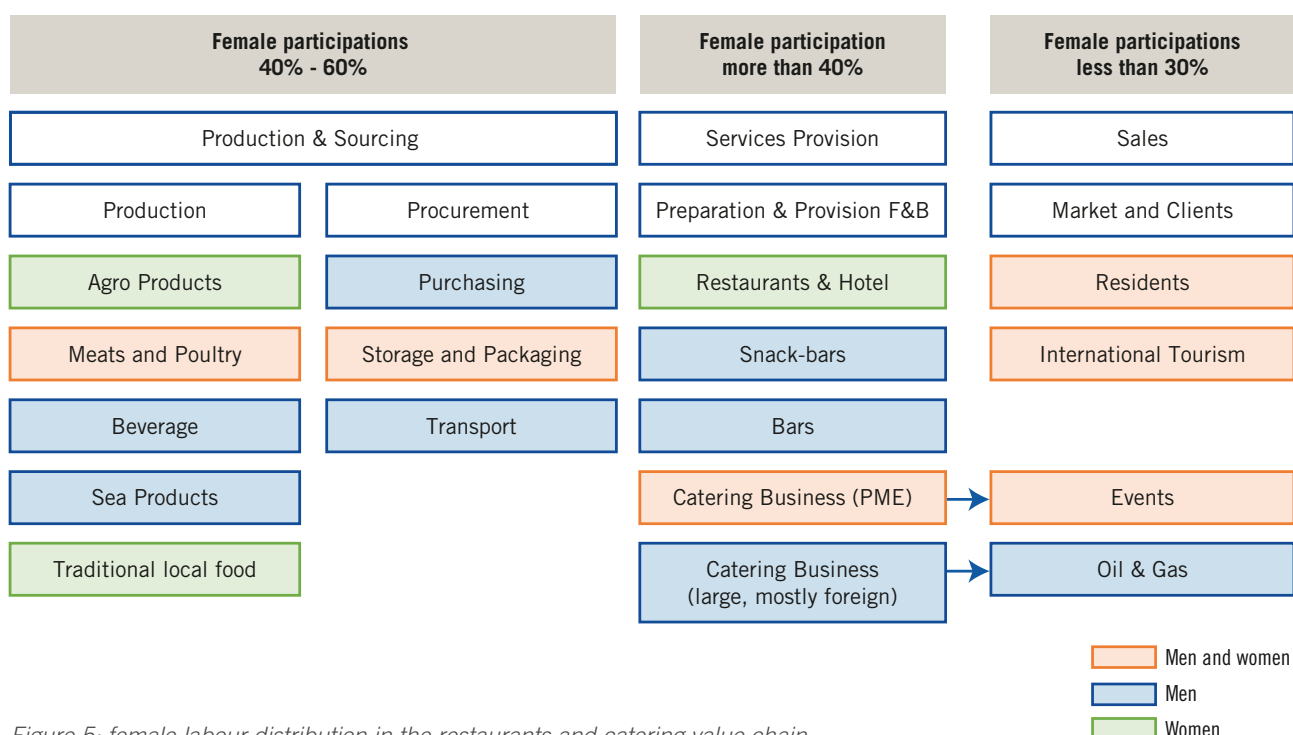


Figure 5: female labour distribution in the restaurants and catering value chain

| Part of the chain | Activity | Men | Women |
|--|--|-----|-------|
| Production and processing | Production and supply of agricultural products | | x |
| | Supply of meat and poultry | x | x |
| | Supply of beverages | x | |
| | Supply of Sea products | x | |
| | Traditional local food | | x |
| Acquisition | Purchasing | x | |
| | Storage and packaging | x | x |
| | Transport | x | |
| Preparation & Provision F&B | Hotels and Restaurants | x | x |
| | Snack bars | x | x |
| | Bars | x | x |
| | Catering Business (SME) | x | x |
| | Catering Business (large, mostly foreign) | x | |
| Markets and customers | Residents | x | x |
| | International Tourism | x | |
| | Domestic Tourism | x | x |
| | Events | x | x |
| | Oil and gas | x | |

Figure 6: the role and men and women by value chain segment

B) ACCESS AND CONTROL OVER RESOURCES

In the production and processing stage, women have as much access and control over the land, where they produce agricultural products to be delivered to the hotel industry and catering. The most significant concern they have at this stage is access to the markets, namely to hotels or restaurants. As a way to address the lack of access to markets (hotels or restaurants) some producers associations, with the support of local governments, organize fairs to sell the products. There is opportunity to support and enhance the role of Guevas, as intermediaries between women's groups and the final market. At the procurement stage, access or control over transport is an important factor. At the visited provinces often women do not own cars and sometimes do not have driving licenses. Thus the purchasing, storage, and packaging are usually ensured by men. Concerning the preparation and provision of services it should be noted that many women have control over the small catering companies. More than 85% of small catering companies are managed by women and, the same tend to employ a large number of women. However, some of these companies tend not to grow due to a lack of resources.



V. ANALYSIS OF CONSTRAINTS AND PROPOSED INTERVENTIONS

In this section, the analysis has identified a series of priority systemic constraints to the creation of more and better jobs for women and men in the restaurants and catering sector. For this purpose, the analysis departs from constraints at the business or value chain level, namely constraints that impact directly the everyday performance of restaurants and catering businesses, followed by the identification of one or more key systemic constraints, which are understood as the root causes of the business or value chain-level constraints.

This analysis is then followed by the identification of innovations or market solutions with high opportunity to be introduced in the market in order to change the practices of both businesses and system-level actors to create more and better jobs. These innovations are key to inform the design of intervention activities which can potentially guide MozTrabalha's actions.



| Problem at the business/value chain level | Systemic constraint | Innovation | Intervention | Potential partners |
|---|--|--|--|--|
| Constraint 1: Workers lack the necessary skills to work in restaurants and catering businesses | Systemic constraint 1.1: Quality and content of training courses do not respond to sector requirements due to absence of public-private dialogue platforms | Innovation 1: Establishment of a public-private dialogue platform | <ul style="list-style-type: none"> ■ Development of a Labour Market Information platform ■ Conduction of a skills gap analysis during the pilot phase, and establishment of a lean methodology to conduct regular skill gap analyses/feedback system ■ Development of necessary regulations and mechanisms for the dialogue to work on sustainable way | <ul style="list-style-type: none"> ■ IFPELAC ■ INEP ■ Ministry of Education ■ ANEP ■ FEMOTUR ■ Tourism associations in the relevant province |
| | | Innovation 2: development and piloting of short-term courses on organic fruit and vegetable production, processing and packaging | <ul style="list-style-type: none"> ■ Data collection on further business needs and specific technical areas to be covered in this training ■ Broker linkage with demand side (hotel chains that have expressed interest) to pilot training results ■ Building of packhouses | <ul style="list-style-type: none"> ■ IFPELAC ■ Large hotel ■ Moçambique Orgânicos |
| | Systemic Constraint 1.2: Training courses without post-monitoring systems | Innovation 3: introduction of a post-monitoring system for trainings | <ul style="list-style-type: none"> ■ Definition of indicators and data collection tools as advised by MozTrabalha ■ Guidance in the selection of lean methods to use for a continuous monitoring system | <ul style="list-style-type: none"> ■ IFPELAC |
| | Systemic constraint 1.3: Restaurant workers are seen as undignified professions due to the lack of career progression opportunities | Innovation 4: Revision and enforcement of the professional qualification system (Professional Qualifier) | <ul style="list-style-type: none"> ■ Support to the implementation process of the Professional Qualification System on Tourism and Hotels through technical guidance to reactivate the Extended Technical Sector Committee ■ Collaborate with IFPELAC and ANEP to classify or reclassify existing training curricula in accordance to recommendations of agreed qualification system ■ Facilitate MITESS' adherence to the efforts of the Extended Technical Sector Committee | <ul style="list-style-type: none"> ■ IFPELAC ■ ANEP ■ MITESS ■ Extended Technical Sector Committee |
| Constraint 2: Local businesses miss out on niche market opportunities from the gas and oil sector and increasing demand for traditional gastronomy | Systemic constraint 2.1: lack of business opportunity marketplaces | Innovation 5: Development of a procurement services company | <ul style="list-style-type: none"> ■ Support to develop a business (financial and operational) model to build the procurement servicing company ■ Creation of a database of all available services found in the association's members ■ Development of a business platform or directory to announce existing offer ■ Advisory support to market the newly formed company | <ul style="list-style-type: none"> ■ CDTUR |
| Constraint 3: Restaurants and catering businesses face high operating costs and struggle to source food locally | Systemic constraint 3.1: Dispersed food producers have poor links to hotels and restaurants | Innovation 6: support the formation of a producers cooperative | <ul style="list-style-type: none"> ■ Link cooperative to planned training on pre-processing, and packaging ■ Technical support to develop financial and operational business model behind the cooperative ■ Help link cooperative with industry associations | <ul style="list-style-type: none"> ■ Selected number of Gueva groups ■ DPGCAS ■ IFPELAC ■ ISPC (Tax Authority) ■ Provincial Directorates of Industry and Commerce |
| | | Innovation 7: support the formalization of 'Guevas' | <ul style="list-style-type: none"> ■ Conduct a small market assessment to further understand why existing informal traders are not formalizing into Guevas ■ Work with ISPC programme to enhance legalization programme outreach through better marketing or simplification ■ Work with Provincial Directorates of Industry and Commerce in the promotion of awareness campaigns to understand the advantages of dealing with legalized small-scale traders ■ Support to provide advice to newly formed Guevas network on the legalization process | <ul style="list-style-type: none"> ■ Selected hotels ■ Guevas network |
| Constraint 4: Restaurants have poor health and hygiene conditions | Systemic constraint 4.1: Lack of improvement focus in existing INAE food safety and hygiene conditions | Innovation 8: developing a business-friendly certification and inspection approach | <ul style="list-style-type: none"> ■ Review food safety inspection processes ■ Conduct further research on international best practice as a basis for reforming practice ■ Roll-out and test modified inspection process in three pilot locations | <ul style="list-style-type: none"> ■ INAE |