

**Mejorando la Educación  
para Trabajar, Aprender y Superarse**

**Improving Education  
for Work, Learning and Success**



**Quarterly Report  
January 1 – March 31, 2011**

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# Proyecto METAS

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## Section 1: EXECUTIVE SUMMARY

Proyecto METAS will help Honduras to meet the changing needs of private sector employers and of the population of young people with limited access to basic education or training opportunities, with special attention to at-risk youth. This report outlines project activities, achievements and challenges from January 1 to March 31, 2011.

Highlights of the activities completed this quarter include:

- METAS continued to set up the Tegucigalpa office. Thirteen staff members began this quarter.
- METAS summarized and analyzed the responses to the Expression of Interest and used these results in the development of the Request for Application to be published shortly.
- Project staff continued to make local contacts, participate in meetings and workshops and conduct research for the implementation of project activities.
- Staff developed and submitted (February 18) the Annual Work Plan and the Performance Monitoring Plan, elaborating and refining the activities in the Award document.

Overall Challenges:

- The most significant challenge for METAS has been the delay presented in procuring goods and services. This setback continues to hinder progress in the technical components. Although the Honduran Executive Division of Income (DEI) approved the year-one tax exoneration of the list of purchases submitted, EDC still awaits the Government of Honduras approval for NGO official status, without which, tax-free purchases cannot be made. For example, staff cannot travel to the vocational centers in El Mochito and Choloma, as anticipated. Once these hurdles have been overcome, METAS expects to be able to move quickly.
- METAS has continued to address the challenge of USAID's December 8, 2010 suspension of the Academy for Educational Development to participate in new government business. The suspension has resulted in AED's inability to hire full-time staff in country, delaying progress in Results 1 and 2 and well as in the overall decision of the staffing composition. EDC extended the Letter of Authorization, at no additional cost, to May 31, 2011. No additional extension will be granted. Next steps will be determined in the coming quarter.
- METAS has also faced challenges with the implementation in the public schools. On account of the Honduran teachers' strike and street protests, staff has not been able to visit schools to conduct any baseline studies, hold meetings or identify instructors for participation. As a result, METAS prioritized the coordination of activities in the non formal education centers this quarter.

## Section 2: METAS TECHNICAL ACTIVITIES

### 2.1 Result 1 -- At-Risk Youth - Progress to Date

**Expression of Interest (EOI) / Review and Analysis of Responses** - Early in the quarter, the EOI was re-advertised and the deadline for submitting responses was extended to mid January, providing time for NGOs to respond after the holiday season. The goal of the EOI was to identify the work done in Honduras with at-risk youth and to contribute to the development of the RFA. Overall, the responses demonstrated tremendous interest in NGO grants for youth activities. Of the 74 responses, 53 were from local organizations and 15 from international organizations.<sup>1</sup> More than half (41) of the organizations

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<sup>1</sup> Six organizations did not identify themselves as either a local or international organization.

support education in some manner, 18 carry out entrepreneurship and employability programs and 17 have programs in the health sector. Other program areas include culture, art, sports, environment, and some include handicapped and/or gay and lesbian youth. Sixteen of the organizations have more comprehensive programs, covering combinations of the above-mentioned areas.

Although organizations were asked to provide information about the annual budget amounts devoted to youth, more than half (43) did not respond. Of those that did (31), the median amount allocated to youth is \$180,000, the mean is \$415,794, and the highest amount \$2.7 million. In terms of the number of youth, 7 organizations served fewer than 100 beneficiaries annually, 35 served more than 100, and 32 did not respond.

**Interviews with national at-risk youth experts** - METAS carried out interviews with representatives of government institutions, international donor agencies and private organizations working with at-risk youth at the national level (See Annex B for the participating organizations) to understand their experiences and seek their opinions and perceptions of the work being done with at-risk youth. An assessment of the results revealed a wide range of opinions and experiences. The following highlights of those perspectives show:

- Lack of coordination, duplication of efforts and rivalry among NGOs serving youth in Honduras.
- Lack of specialized NGO staff, in monitoring and evaluation, planning, and administration.
- Need for more integrated, multi-dimensional approaches to youth development.
- Need for a comprehensive definition of at-risk youth and a better understanding of the contributing factors.

**Development of the Request for Application (RFA)** - Using the results of the EOI and the interviews, mentioned above, and with input from USAID/Honduras Education Office, METAS developed criteria for the RFA, a grant-cycle plan and the application contents and requirements. In addition, an Administrative NGO Manual, to be shared with the sub-grantees for management of funds, was drafted along with the budget format and financial forms.

**Workshop** - A draft agenda was developed to prepare for the workshop to be held for all interested applicants. This workshop is designed to explain the RFA and its specific requirements, introduce programmatic elements that could be incorporated into proposals, and to begin building capacity, collaboration, and discussion among the participants.

**Coordination with USAID/Honduras Democracy and Governance Office** - METAS COP met with USAID Education and DG team members to discuss overall goals of METAS and DG activities, focusing specifically on the projects also funded by the Central American Regional Security Initiative, CARSI.

### **Result 1 Activities Planned for the Next Quarter**

- Issue the RFA
- Hold workshop for grant applicants
- Receive and evaluate submitted grant proposals from NGOs
- Select a short-list of candidates and carry out a field assessment of those organizations
- Hold follow-up meeting with representatives of the DG projects to plan coordination.
- Hire professional staff to lead this component

## **2.2 Result 2 -- Alternative Post-Primary & High School Systems Progress to Date**

METAS met with representatives from the Secretariat of Education and reviewed various studies carried out on alternative education programs in Honduras over the last four years to create the new, community-level focus for this result, as detailed in the Annual Work Plan.

## Result 2 Activities Planned for the Next Quarter

- Collaborate with the Secretariat of Education.
- Coordinate with other CARSI-funded activities in determining geographic targets.
- Hire professional staff to lead this component.

## 2.3 Result 3 -- Basic Education and Technical Training Curricula Updated and Implemented to meet Private Sector Needs - Progress to Date

Staffing and Planning - During the second project quarter, Ana Carolina Rubi joined the team and began her role as the Workforce Development Specialist, responsible for Result 3. Her first tasks were to develop a chronogram of activities for Result 3 defining necessary resources and responsibilities for each activity, coordinating efforts with the project team.

### Research and Document Review

**MIDEH2 Pilot:** METAS staff reviewed the results of the pilot, implemented by MIDEH2, using KeyTrain and WorkKeys, through document review and interviews with Lourdes Maradiaga, Operations Manager, and Paola Cartagena, Center Advisor, both from the *Centro Asesor de los Recursos Humanos de Honduras* (CADERH) and with Edwin Moya, MIDEH2 COP. The results will serve in the design the implementation strategy for the training and certification processes in Result Three.

**Training Curriculum for Certification:** Technical staff gathered and reviewed information on WorkKeys and WIN, two different training programs, for possible use in Honduras. This information will be used to make comparisons between the instructional systems, serving in the decision of which curriculum should be used for training in METAS.

**Selection of geographic zone and educational centers:** Focusing on the urban areas of Tegucigalpa and San Pedro Sula, staff gathered information on the formal and non-formal education centers, creating a database that includes location, contacts, number of instructors, and number of youth enrolled. This information contributed to the selection criteria of the educational centers where METAS will implement the training and certification processes. Twenty-six educational centers were chosen as potential sites. Further investigation will be carried out to determine the final list. Two visits were made this quarter, one to the Grupo Juvenil Dion and another to Don Bosco; both non-formal education programs.

Institutional Contacts - Staff developed various contacts for project implementation. In addition to those mentioned above, meetings were held with the Vice Minister of Education, developing a relationship and coordinating activities, including entrance into schools. Additionally, relationships were initiated with non formal education centers in Tegucigalpa including: Centro San Juan Bosco, Grupo Juvenil Dion, and the Instituto Nacional de Formación Profesional. (See Annex D for Result 3 meeting log.)

## Result 3 Activities Planned for the Next Quarter

- Design the training and implementation strategy for formal and non formal education centers.
- Visit vocational schools in El Mochito and Choloma where the pilot program was implemented.
- Conduct WorkKeys pre-test and initial training with instructors and teachers in the first group.
- Plan the implementation of the WIN pilot.
- Carry out a mapping of local education institutions.
- Attend the ACT Workforce Development Annual Conference in Chicago, Illinois and visit a school district implementing WorkKeys and KeyTrain.

### Result 3 ICT Activities Planned for the Next Quarter

- Determine procurement process and technical specifications required to outfit the computer labs.
- Visit selected training and education centers to evaluate the computer labs infrastructure, electrical, security and IT requirements.
- Analyze indicators to establish baselines and define the M&E requirements.

- Create an initial Marketing Campaign Plan focused on the Result 3 audiences by producing brochures, posters, banners, website information, and performance indicators and monitoring results as possible communication mechanisms.

## 2.4 Result 4 -- Private Sector Alliances - Progress to Date

Result 4 activities focused on the first step of the private sector engagement strategy -- developing a strong foundation upon which to build alliances. Key is a clear understanding of how METAS fits private sector needs before approaching them to make the business case for involvement. Another important component to working with the private sector is relationship building. METAS staff must engage well-respected members of the business community in Tegucigalpa and San Pedro Sula who can open doors and help drive the initiative forward. The activities this quarter were aimed at collecting information and developing relationships that will allow METAS to engage the private sector in an informed and strategic manner as the project moves forward.

**Labor Market Research:** METAS staff researched and reviewed local labor market statistics and reports and compiled relevant youth employment information. (See Annex C for Selected Documents Review for Research.) Data are being used to guide project activities, inform the alliance strategy, and create the “business case” for skills certification. METAS also compiled company and industry information for Tegucigalpa and San Pedro Sula, resulting in a comprehensive database of key contacts for industry and professional associations, companies, media, and universities, to be used for identifying and establishing alliances. See annex E for company mapping index.

**Certification and Stakeholder Engagement Research:** METAS conducted extensive research on existing certification and skills development programs in the US, with a particular focus on stakeholder engagement. Several systems, including *Corporate Voices for Working Families*, *Ready By 21*, and the *NAM Manufacturing Institute*, provide valuable and relevant resources for developing skills certification systems and engaging key stakeholders (educators, businesses, government and community leaders). These resources are being used to inform strategy and implementation processes for both R3 and R4.

**Survey Development:** Using information obtained from the above-mentioned research, METAS developed a survey to obtain employer perspectives on the basic knowledge and skills of new entrants to the Honduran workforce and to identify their opinions of the necessities for success in the workplace. Survey results will also be used to inform project activities as well as the business case for certification.

**Informational Meetings with Potential Partners:** METAS held informational meetings with potential partners including NIKE, New Holland, CCIT, Caritas Comayagua, and Fundacion Comayagua Colonial (FCC). While Caritas and FCC are not private sector organizations, they have an interesting collaboration model in Comayagua that includes representatives from all sectors, including the private sector, working together on an at-risk youth employment project. METAS staff also presented the project to the COHEP Education Committee with representatives from FICOHSA, COHEP, CCIT, Grupo Terra, UJCV, FEREMA, Childfund, COMCORDE, CADERH, Peace Corps, FDDH, FUNAZUCAR, UNITEC, and Aras Consultores. The COHEP Education Committee assigned a subcommittee to work with METAS to provide input on the strategy, employer survey and future activities. A first approach (introduction, presentation, and request for future meeting) was also made to: Larisa Espinal (Digicel), Mey Hung and Viena Ochoa (Walmart), Conrado Zuniga (DILESA, SPS), Aline Flores (Toyota and CCIT), and Fernando Garcia (ANDI). (See annex D for Result 4 Meeting Log.)

### Result 4 Activities Planned for the Next Quarter

- Informational meetings with potential private sector partners.
- Implementation of employer survey; tabulation of results; incorporation of results into project strategies and communication materials; distribution of results to key stakeholders.
- Participation in the COHEP Education Committee, and other committees.
- Visit vocational schools in El Mochito and Choloma.
- Visit selected training and education centers to assess the nature of the relationship (or lack thereof) that exists between the schools and nearby businesses.

## Section 3: PROJECT ADMINISTRATION AND MANAGEMENT

**Annual Work Plan and Performance Monitoring Plan** - Proyecto METAS Annual Work Plan for September 2010 to September 2011 and the Performance Monitoring Plan were submitted to USAID/Honduras on February 2011. Feedback was received from the AOTR on the AWP and staff worked on the required revisions for submission next quarter.

**Re-naming the Project / Branding and Marking** - In the January 26 meeting with the USAID/Honduras Mission Director, Deputy Mission Director and representatives from the USAID Education Office, USAID suggested to the COP that the project name be changed. In the weeks following this decision, project staff planned and carried out an activity, soliciting the input of the students from the San Juan Bosco Institute in Tegucigalpa. On March 31, the COP presented to the AOTR the new name, Proyecto METAS, *Mejorando la Educacion para Trabajar, Aprender y Superarse*, and received her verbal approval.

USAID confirmed (on February 1) that upon selection of the new name and logo, EDC would revise and re-submit the Branding and Marking Plan, originally submitted and reviewed by USAID last year. Additionally, USAID informed the COP that guidance would be provided regarding any requirements to use the USAID 50<sup>th</sup> Anniversary logo.

**EDC Home Office Support** - U.S.-based Project Director, Gustavo Payan, traveled to Honduras from February 2 to 12, 2011 to support the development of the AWP and PMP, meet with USAID, the Secretariat of Education and other stakeholders. Project Coordinator, Nathan Castillo, was in Honduras from February 9 to 19 to provide start-up support by assisting in the development of reporting documentation and procurement activities. Claudia Niño de Guzman was in Honduras from February 28 to March 11 to train finance and administrative staff on software applications, policies and procedures.

**Staffing** - A major activity the last three months has been the recruiting, interviewing and hiring of local staff. By the end of this reporting quarter, eleven new staff members joined the team. Orientations were held and staff has spent these months learning about the project and their new roles in it.

Positions were offered to the Technical Supervisor and the Monitoring & Evaluation Coordinator, who begin next quarter. Recruitment to fill the accountant position continues. A challenge presented by the suspension of AED is the inability to hire the staff for Results One and Two. Current staff continues to carry out these responsibilities until the situation is resolved. Plans are under way to hire long-term staff as consultants until full-time positions can be offered. Staff bios are found in Annex F.

**Registration of EDC in Honduras** - EDC and its local lawyer followed up the registration process. Once registration is complete and the legal title (*personeria juridica*) obtained, EDC can apply for an RTN number and METAS can proceed to purchase goods and services without paying the sales tax.

**Procurement** - Local staff worked on the procurement of goods and services, including furniture and office equipment, internet, office security, cell phone and landline services, and computer equipment. Other services include the revision of the office electrical, air conditioning, and smoke and fire alert systems. Only tax-free purchases have been made, including computers and related technology; others will be finalized once EDC receives legal status in Honduras. Staff may need to solicit updated quotes as many will most likely expire before purchases can be made.

**Information and Communication Technologies Start-Up** - IT start-up activities focused on preparing and carrying out the procurement of equipment. This includes defining and reviewing the recommended technical specifications for computer workstations, server, printers and network equipment required, ensuring quality local support services and warranties. Purchases of tax-free equipment were

possible and subsequently IT staff configured office computers and established an interim internet and printer network. A plan was developed for the electrical, network and telephone cabling. The initial requirements for the Intranet SharePoint platform and Website were analyzed. See Annex G for Plan.

#### **Startup Activities planned for next quarter**

- Set up network, server, databases and phone systems, and train project staff on productivity use of information resources.
- Implement project Intranet SharePoint site and sub-sites for document collaboration and sharing.
- Edit Branding and Marking plan with the new name and logo.
- Create an Outreach and Communications Plan.
- Plan and implement Public Website for project.
- Create databases and reporting formats to record business sector contacts, NGOs, private, alternative education and public schools information to centralize project's data access.
- Establish internal policies and procedures for Help Desk, Information Backup and Security.

#### **Financial and Administrative Activities**

**Audit training:** Two members of the local Finance Team, David Mendoza and Glenda Duron, Finance Supervisor and Sub-Grants manager respectively, together with the Chief of Party and the EDC Home Office Financial Manager, attended the USAID Audit Training held on March 9 and 10, 2011.

**Meeting with USAID/Financial Management Office (FMO)** – Upon the request of the AOTR, METAS COP and Finance Supervisor met with representatives from USAID/Honduras Education Office and FMO on March 15, 2011 to review the EDC Policies and Procedures Manual and ensure that project policies and procedures adhere to USAID regulations and recommendations. A draft copy of the P&P Manual was submitted to USAID, upon their request.

**Human Resources** – After an extensive review of available services, staff were enrolled in a local Health and life insurance plan. Personnel records and files were opened.

#### **Other activities for the quarter include:**

- Opening a local bank account and creating direct deposit accounts for local staff
- Managing and documenting petty cash and checking account expenses.
- Coordinating with the home office and legal counsel on Honduran labor laws and local office human resource procedures.
- Recruiting, interviewing and selecting candidates for vacant local staff positions
- Completing payments, reimbursements and routine record keeping and filing
- Carrying out procurement processes and maintaining documentation
- Providing additional information required on the procurement and purchase list for tax exoneration
- Liaising with Government of Honduras offices, legal counsel and partner organizations to obtain NGO registration and identification number and tax exoneration information and procedures.
- Coordinating the name-change event.
- Drafting the EDC Proyecto METAS Policy and Procedures Manual, to be finalized after home office and local legal counsel reviews.

# ANNEXES

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## **ANNEX A**   **Acronyms**

<b>AED</b>	Academy for Educational Development
<b>AOTR</b>	Agreement Officer's Technical Representative
<b>AWP</b>	Annual Work Plan
<b>CARSI</b>	Central American Regional Security Initiative
<b>CoP</b>	Chief of Party
<b>DEI</b>	Dirección Ejecutiva de Ingresos (Honduran Executive Division of Income)
<b>EDC</b>	Educational Development Center
<b>EOI</b>	Expression of Interest
<b>FMO</b>	Financial Management Office
<b>GTZ</b>	Gesellschaft für Internationale Zusammenarbeit
<b>ICT</b>	Information and Communications Technologies
<b>IDB</b>	Inter-American Development Bank
<b>INFOP</b>	Instituto Nacional de Formación Profesional (National Vocational Training Institute)
<b>IPC</b>	Instituto Politécnico Centroamericano (Central American Polytechnic Institute)
<b>IT</b>	Information Technologies
<b>M&amp;E</b>	Monitoring and Evaluation (Monitoreo y Evaluación)
<b>METAS</b>	Mejorando la Educación para Trabajar, Aprender y Superarse (Improving Education for Work, Learning and Success)
<b>MIDEH</b>	Mejorando el Impacto al Desempeño Estudiantil de Honduras (Improving the Impact of Student Achievement in Honduras)
<b>NGO</b>	Non-governmental Organization
<b>PMP</b>	Performance Monitoring Plan
<b>RFA</b>	Request For Applications
<b>RTN</b>	Registro Tributario Nacional (National Tributary Registry)
<b>SAT</b>	Sistema de Aprendizaje Tutorial (Tutorial Learning System)
<b>SE</b>	Secretaría de Educación (Secretariat of Education)
<b>SOW</b>	Scope of Work
<b>USAID</b>	United States Agency for International Development
<b>WIN</b>	Worldwide Interactive Network

## **ANNEX B Organizations Participating in the Interviews for Result One:**

- National Institute for Youth (Instituto Nacional de la Juventud)
- UNDP's Coordinated Program for Human Development, Youth, Employment and Migration (Programa Conjunto Desarrollo Humano, Juventud, Empleo y Migración),
- United Nations Population Fund (Fondo de Poblaciones de Naciones Unidas)
- Organizations of the American States, Program for Education, Science and Culture
- Honduran Institute for Children and the Family (Instituto Hondureño de la Niñez y la Familia)
- National Program for the Prevention, Attention and Reinsertion of Members of Gangs (Programa Nacional de Prevención, Atención y Reinserción de Integrantes de Maras y Pandillas)
- Secretary of Labor and Social Security, Project Coordination Unit (Secretaria de Trabajo y Seguro Social, Unidad Coordinadora de Proyectos)
- Secretary of Health, Coordinated Program for Adolescents (Secretaria de Salud, Programa Integral para el Adolescente)
- Honduran Social Investment Fund (Fondo Hondureño para Inversión Social)
- Honduran Council for Private Business (Consejo Hondureño de la Empresa Privada)
- Center for the Development of Human Resources (Centro Asesor para el Desarrollo de Recursos Humanos de Honduras)

## ANNEX C List of Selected Documents Reviewed for Research

### Work Readiness

- Rey-Alicea, Norma and Geri Scott. **A Survey of Selected Work Readiness Certificates**. Prepared by Jobs for the Future, January 2007.
- Vargas Zúniga, Fernando. **Competencias Clave y Aprendizaje Permanente: Reconocimiento de Aprendizajes y Certificación de Competencias Laborales**. Pgs 119-166.
- ACT National Career Readiness Certificate **Employer Handbook**.
- **Getting Ready for the Work Readiness Credential: A Guide for Trainers and Instructors of Jobseekers**. National Work Readiness Council, August 2006.
- **Work Readiness Credential: Candidate Handbook**. National Work Readiness Council. Available at [www.workreadiness.com](http://www.workreadiness.com).
- **Competency Models**: <http://www.careeronestop.org/CompetencyModel/pyramid.aspx>
- **Learn. Do. Earn**. Student Achievement Systems. <http://www.learndoeearn.org/lde/index.asp>
- **National Career Readiness Advocates**. <http://www.ncrcadvocates.org/SitePages/Home.aspx>
- **International Commission on Workforce Development**. <http://www.icwfd.org/index.html>
- Manpower. **Aprendiendo a Aprender, Una Forma de Enfrentar la Escasez de Talento**. 2010.

### National Association of Manufacturers (NAM) Manufacturing Institute Information

- **Take Action! For the HR Manager**. The National Association of Manufacturers Endorsed Skills Certification System.
- **About Stackable Credentials**
- **Dream It. Do It. Campaign**
- **Career Pathways**
- More information available at [www.institute.nam.org](http://www.institute.nam.org)

### Business Engagement Resources

- Supporting the Education Pipeline: A Business Engagement Toolkit for Community Based Organizations.
- Common Goals Unique Strengths: Education and Business Partnerships
- Ready by 21 Business Engagement Menu: Increasing Communications between Business and Community Leaders
- Corporate Voices for Working Families: <http://www.cvworkingfamilies.org/>
- Partnership for 21<sup>st</sup> Century Skills: <http://www.p21.org/index.php>
- Forum for Youth Investment, Ready by 21: <http://www.forumfyi.org/readyby21>
- Pathways to Careers: <http://www.pathways2careers.ed.gov/>
- USAID Building Alliances Series: [http://www.usaid.gov/our\\_work/global\\_partnerships/gda/sector\\_guides.html](http://www.usaid.gov/our_work/global_partnerships/gda/sector_guides.html)

### Labor Market, Industry, and Youth Employment

- ECLAC. **Honduras Economic Survey 2009-2010**. [www.eclac.org/publicaciones/xml/3/40253/LCG2458\\_Honduras.xls](http://www.eclac.org/publicaciones/xml/3/40253/LCG2458_Honduras.xls)
- Van Steenwyk, Ned and Rolando Sierra Fonseca. **Estudio sobre la Oferta y Demanda de la Educación Técnica y la Formación Profesional en Honduras**. GIZ, January 2011.
- Asociación Hondureña de Maquiladoras. Industry Information and Member Directory. <http://www.ahm-honduras.com/>
- Asociación Nacional de Industriales (ANDI). Industry Information and Member Directory. <http://www.andi.hn/>

- FIDE, Inversiones e Exportaciones. Industry Information and Member Directory.  
[http://www.hondurasinfo.hn/es\\_01.asp](http://www.hondurasinfo.hn/es_01.asp)
- CEPALSTAT, statistical information of Latin America and the Caribbean countries.  
<http://www.eclac.org/estadisticas/default.asp?idioma=IN>
- Instituto Nacional de Estadísticas de Honduras (INE). <http://www.ine.gob.hn/drupal/>
- Empleo y Empleabilidad de Jóvenes en Honduras. GTZ, June 2007.
- Caballero, Dina. **Consultoría para identificar y caracterizar las regiones del país, con mayor Capacidad para la generación de empleo, dinamismo empresarial y potencial para la generación de empleo.** STSS, Noviembre 2007
- Informe del Mercado de Trabajo de Honduras 2008. STSS
- Centro de Investigación y Propuestas Económicas y Sociales (de FIDE):  
[http://www.hondurasinfo.hn/cipres/es\\_03.asp](http://www.hondurasinfo.hn/cipres/es_03.asp)

## ANNEX D Proyecto METAS Meeting Log

### Result 3 Meeting Log

Date	Name of Organization/ Company	Name of Attendees	Location	Purpose	Outcomes	Result/ Activity *
29-mar-11	CADERH	Lourdes Maradiaga, Paola Cartagena	CADERH	Conocer los resultados obtenidos en la implementación del piloto de keytrains y work keys // Obtener información del número de alumnos de los centros adscritos a la red de CADERH ubicados en Tegucigalpa y San Pedro Sula	Se conoció metodología utilizada en la implementación del piloto en los centros adscritos a la red de CADERH	R3, A1
30-mar-11	MIDEH2	Edwin Moya	MIDEH2	Conocer los resultados obtenidos en la implementación del piloto de keytrains y work keys	Se conoció la metodología utilizada para la implementación del piloto.	R3, A2

#### \* Result/Activity Key

- R3, A1** Se envió por parte de CADERH lista de instructores capacitados // Se entregó una lista de la matrícula por cada centro adscrito a la red
- R3, A1** Se entregó por parte de MIDEH2 una copia del material de Key Train

### Result 4 Meeting Log

Date	Name of Organization/ Company	Name of Attendees	Location	Purpose	Outcomes	Result/ Activity *
20-Jan-11	Catholic Relief Services	Sheila Maak (EDC); Juan Sheenan & Jennifer Betz (CRS)	CRS	Present MIDEH3 project; learn about CRS youth employment project	Established a contact for potential collaboration in the future. Will visit "Jovenes Constructores" program to view model of multi-stakeholder participation	R4, A2
1-Feb-11	Catholic Relief Services and Caritas Comayagua	Sheila Maak (EDC); Jennifer Betz (CSR); Jovenes Constructores staff; director of Caritas Comayagua; Mayor of Comayagua; Jorge Bulnes, Fundacion Comayagua Colonial.	Comayagua: Caritas office, Escuela Taller, Mayor's office	Visit "Jovenes Constructores" program and learn about the partnership model they have developed.	Gained a better understanding of the partnership model they use for providing a holistic approach to at-risk youth development with a focus on employability.	R4, A2
2-Feb-11	Secretary of Labor (STSS)	Leesa Kaplan & Sheila Maak (EDC); Noemy Torres (Coordinadora UCP-STSS)	STSS	Present MIDEH3 project; learn more about STSS youth employment projects	Informed STSS about new MIDEH3 project. Established contact for potential future collaboration.	R4, A2

4-Feb-11	CADERH	Leesa Kaplan, Sheila Maak & Gustavo Payan (EDC); Marta Ivonne Romero & Lourdes (CADERH)	CADERH office	Present MIDEH3 project; learn more about their implementation of KeyTrain;	Established contact for potential future collaboration.	R4, A2
14-Feb-11	CCIT, Education Committee	Leesa Kaplan & Sheila Maak (EDC); Jubal Valerio, Karim Faraj, Karla Ruiz (CCIT)	Cámara de Comercio y Industria de Tegucigalpa (CCIT)	Present the MIDEH 3 project; learn more about work the CCIT is doing in Education.	Informed CCIT Education Committee about new MIDEH3 project. Established contact for potential future collaboration.	R4, A2
9-Feb-11	Nike, Inc	Sheila Maak (EDC); Katherine Daniels (Nike)	Phone	Follow up on USAID, EDC, Nike discussions from early 2010. Discuss Nike interests and potential for partnership	Learned about Nike interests regarding multi-stakeholder dialogue on workforce development. Will visit New Holland training center in SPS. Established contact for potential future collaboration	R4, A2
26-Feb-11	New Holland	Sheila Maak (EDC); Sarah Patschke (New Holland)	New Holland factory & training Center (SPS)	Learn more about New Holland (and Nike) training center & possible points of collaboration	Visited New Holland factory. Visited on-site training center. Learned about training programs they offer and future plans. Established contact for potential future collaboration.	R4, A2

**\* Result/Activity Key**

- R4, A1** Company and industry mapping in the geographic focus areas
- R4, A2** Informational meetings with key private sector partners including: ANDI, FIDE, COHEP, Chambers of Commerce, and industry associations.
- R4, A3** Meetings with HR managers to receive input on the International Career Readiness Certificates

**Potential Alliances Meeting Log**

Date	Name of Organization/ Company	Name of Attendees	Location	Purpose	Outcomes	Result/ Activity *
15-Mar-11	COHEP, Mesa de Educación	<b>See below for full list of attendees: 22 participants from 14 organizations</b>	COHEP	Present the MIDEH 3 project; participate in Education Committee	Presented MIDEH3 project to 22 participants from 14 different Companies/Organizations. Small group of participants selected to form a sub-committee to learn more about the project and provide input. Scheduled followup meeting with Carlos Avila, Rector UJCV.	R4, A2
31-Mar-11	Members of the COHEP Education Committee	Sheila Maak (EDC), Ing. Elsa Osorto (FUNAZUCAR), Oscar Oyuela (ANDI), Norma Sierra (COMCORDE), Gabriela Garay (UJCV), Marta Ivonne Romero (CADERH), Lourdes (CADERH), Miracle Ordoñez (CADERH)	COHEP	The COHEP Education Committee assigned a subcommittee to learn more about the MIDEH 3 project and provide input. Present strategy for implementing Results 3 & 4 and	Participants shared comments, questions, and concerns regarding project. Participants agreed to review draft survey and return results by April 6, 2011. Scheduled individual follow up meetings with Oscar Oyuela (ANDI) and Gabriela Garay (UJCV) to discuss further their organizations potential alliances.	R4, A2; R4, A3

				receive feedback. Share draft survey		
<b>Attendees, COHEP Education Committee, MIDEH3 Presentation:</b> Sheila Maak-EDC; Karla Simón-FICOHSA; Ronald Barahona-COHEP; Allan Fiallos-CCIT; Dilma Martínez-GRUPO TERRA; Carlos Avila Molina-UJCV; Marco T. Mejía R.-FEREMA; Norma S. de Sierra-CHILDFUND Y COMCORDE; Elmer Villeda-COMCORDE; Josefina Gamero Pinel-FEREMA; Martha Ivonne Romero-CADERH; Carolina Maduro de Villeda-FEREMA; Leonel Z. Bendeck-CADERH; Sandra Gómez Ventura-CUERPO DE PAZ; Ana Abarca-FDDH; Gabriela Garay-UJCV; Elsa Osorto- FUNAZUCAR; Fernando Peña Cabus- UNITEC; David Araujo- Aras Consultores; Eva Callejas-COHEP; Carmen Maria Miselem-COHEP; Julia Carías-COHEP						

### Result/Activity Key

Result 4, Second Quarter proposed activities

- R4, A4** Labor market research on youth employment; if necessary, a labor market assessment (with a youth focus)
- R4, A4** Visit vocational schools in El Mochito and Choloma where pilot programs were implemented to document nature of private sector alliances with the training centers.
- R4, A5** Visit selected training and education centers to assess the nature of the relationship (or lack thereof) that exists between the schools and nearby businesses.

## **ANNEX E Index of Company and Organization Mapping**

### **Lists of Companies and Organizations**

- 1 Industry Associations (35)
- 2 ANDI Member List by Industry (approx. 350 companies)
- 3 Asociación Hondureña de Maquiladores Member Directory 250 Companies)
- 4 Cámara de Comercio e Industria Member Directory (approx. 1,800 companies)
- 5 Universities (21)
- 6 Asociación Hondureña de Instituciones Bancarias (AHIBA) Member list (22 Banks)
- 7 Media Contacts (45 contacts/with social focus)
- 8 Professional Associations (Colegios Profesionales): 23 associations
- 9 Asociación de Empresas de Seguridad e Investigación Privada de Honduras (41 members)
- 10 Sugar Producers Member Directory: Azucareras (9 members)
- 11 Technology Day Participants by Industry : List of 400 companies by industry and contact information
- 12 CCIT, CCIC and Others Business Directory: List of over 4000 business and their contact information

## **ANNEX F Proyecto METAS Honduras-based Staff**

### **Technical Staff**

#### **Maria Angelina Reyes – Technical Supervisor**

Maria Angelina has 22 years of experience working in the development field. Prior to joining EDC, she worked for the Academy for Educational Development as Education Specialist on the Project MIDEH EQUIP2. Previously, Angelina worked as a national consultant in local development and gender on the Project FORCUENCAS funded by the Europe Union. Before that, for eight years, she worked for CHF International in Honduras as Coordinator of the projects different both in Honduras and in El Salvador, Guatemala, Bolivia and Colombia. She had worked as an independent consultant on various activities including: project final evaluations, marketing studies, technical reports, writing proposals and manual designs, to name a few. She holds a postgraduate degree in Social Sciences, with a focus on education from the Facultad Latinoamericana de Ciencias Sociales (FLACSO) in Buenos Aires and is now studying for a doctorate in education.

#### **Ana Carolina Rubi – Workforce Development Specialist**

Carolina Rubi has 11 years of work experience, seven of those specifically in development projects sponsored by the Spanish Agency for International Development (AECID). Prior to joining EDC, Carolina was the coordinator of the Programa Nacional de Escuelas Taller with the Honduran National Commission for the Development of Alternative Non-formal Education (CONEANFO). Before that, she was the executive director and founder of the Fundacion Comayagua Colonial. Carolina Rubi also worked as an international consultant for the AECID in the implementation of the Escuela Taller of Manila in the Philippines. She holds postgraduate studies in Business Management Techniques from the University of Barcelona and is now studying for a Masters in Local Development.

#### **Sheila Maak – Alliance Specialist**

Sheila Maak is an accomplished professional with over ten years of experience in international development. She is currently the Public Private Sector Alliance Specialist for a youth project in Honduras. Previously Ms. Maak worked as an international consultant. Her most recent assignments include Deputy Team Leader & Economic Growth Specialist for a USAID Cross-Sectoral Youth Assessment in the Dominican Republic and Youth Specialist for the design of a USAID scholarship program for at-risk youth in Nicaragua. She has published two pieces of work for UNICEF related to youth, entrepreneurship and education which involved research, analysis and field work. Most notably, Ms. Maak was the Executive Director and Founder of Junior Achievement Honduras and also implemented economic development training, programming and events with youth, teachers and other key stakeholders as a Peace Corps Volunteer in Honduras. She holds a Masters Degree in Public and International Affairs from Princeton University and is fluent in Spanish.

### **Finance and Administrative Staff**

#### **David Mendoza – Finance and Administrative Supervisor**

David Mendoza has more than 25 years of experience in Finance, Administration, Human Resources and Data processing. Before joining MIDEH3, he was the Country Administrative Manager for Plan International in Honduras and prior to that, served as Business manager in The American School of Tegucigalpa. Mr. Mendoza was also the manager for a Scholarships project created by an alliance

between Central American Technological University (UNITEC), Honduran Municipalities Association (AMHON) and USAID in Honduras and as Human resources Manager for Central American Corporation of Air Navigation Services (COCESNA).

Mr. Mendoza has ample experience in accounting, acquiring, finances, human resources management and data processing. He received his Masters degree in Finances from Universidad Tecnológica Centroamericana (UNITEC) in Tegucigalpa Honduras.

### **Glenda Duron – Sub-grants Manager**

Glenda Durón Coello is a professional in Finance with a minor in Total Quality Management and a Masters in Business Administration. Glenda has over four years of experience in administration of projects subsidized with funding from USAID, She has experience in the areas of accounting - developing and amending budgets, conducting financial training workshops, and contributing to the development of terms of reference for social projects. She also has two years of experience in private banking in Honduras, assuming the posts of Head of Agency and Marketing Officer and has served over her career, in the positions of Administrative Assistant, Finance and Grants Officer, Administrative Officer Monitoring and Evaluation.

### **Gladis Carrasco – Logistics and Administrative Coordinator**

Gladis Carrasco has more than 15 years of experience as Administrative Assistant in Financial Foreign Projects. Prior to joining MIDEH3, she was Executive Assistant of Staff Manager of the Administración Forestal del Estado (AFE-COHDEFOR). For several years, she served as the Assistant National Coordinator on a Biodiversity project financed with World Bank funds, (PROBAP-BM-PNUD-GEF). Before that, she worked with DRC, Inc. Construction & Disaster Services Worldwide as a Purchasing Assistant. She also served as the Assistant to the Coordinator of the Education Quality Improvement component on the Basic Education Improvement Project (PROMEB), funded by the World Bank/PNUD.

Gladis was also the Assistant to the Administrative General Coordinator on the Development Forest Project (PDF-USAID). Gladis received her University Degree in Business Management from the University Jose Cecilio del Valle.

### **Reyna Amarilis Molina**

Amarilis Molina has more than 15 years of experience as a Bilingual Executive Secretary. Prior to joining MIDEH3, she served four years as the Receptionist and Logistic Assistant at the Millennium Challenge Account (MCA). During this time, she supported all the personnel in MCA in all secretarial tasks and duties. Prior to this, she worked at the Municipality of Tegucigalpa as the Assistant to the International Advisor of the Mayor, Mr. Miguel Rodrigo Pastor. Previously, she gained experience at the Hotel Princess Tegucigalpa where she began working as Food and Beverage Assistant, and was soon promoted to the position of Events and Banqueting Executive.

Amarilis Molina also worked as the Assistant of Mr. Siegfried Hirsch, General Manager of Comercial LAEISZ, a company which market is the agricultural machinery and supplies, where she was also the assistant to Mr. Alexander Pagels, Vice President of the Company. Amarilis Molina received her academic qualification as Bilingual Executive Secretary at Instituto Hondureño de Cultura Interamericana (IHCI) and attended school and high school at Hillcrest High School in Tegucigalpa, Honduras.

### **Alfredo Espinoza Salinas - Driver**

Alfredo Espinoza Salinas has more than 19 years of experience as a driver in all kinds of vehicles. Prior to his current position with MIDEH3, Mr. Espinoza worked for a period of 2 months in United Nations and 5 years before that in the Sweden Embassy as a driver and support personnel for several embassy activities. Mr. Espinoza also worked as a driver and logistics assistant for the Project PRAIM GTZ and for the Foundation Frider Ever and Agenda Forestal Hondureña, a PNUD project. His experience also includes working for SECPLAN, in the Department of Scholarships, Social Communication, and Protocol. Prior to this, Mr. Espinoza worked for COHASA GTZ also as a driver and supporting the different activities of the office.

### **Gustavo Adolfo Pineda - Maintenance**

Adolfo has more than 30 years of experience as a maintenance worker for several organizations and private owned buildings.

### **Project Information Staff**

#### **Munir Mahomar – Information Supervisor**

Munir Mahomar is a visionary leader and information technology strategist with over ten years of progressive experience leading successful corporate IT projects. Prior to his current position with MIDEH3, Munir worked as a project consultant for a technology and outsourcing consultancy firm where he was responsible for corporate business intelligence, geospatial services and collaborative solutions development. Prior to that, he worked for Proyecto de Reforma del Sector Salud (PRSS/PNUD) and for the Social Security Institute of Honduras where he directed a total restructuring of the technological platform and IT organization to better leverage the scale and technology services to support business processes through the deployment of multiple strategic value IT projects, including application development, data management, technology infrastructure, data center operations and telecommunication networks. Mr. Mahomar studied Computer Science and has specialized throughout his career in expanding executive understanding and confidence in the power and potential of technology and building high performance IT organizations that utilize technology to advance innovation and enable growth.

#### **Martha Irene García - Monitoring and Evaluation Coordinator**

Martha Irene García has over 20 years of experience in project planning, monitoring and evaluation and in the fields of education, information technology, statistics and research methodologies. Before joining the EDC team, Ms. García worked as a consultant, specializing in the above areas. Prior to that, she was the Technical Director of Project Evaluation for projects funded by the World Bank and World Vision and served as Information and Communication Technology Leader of projects focused on developing and implementing information systems and databases, funded by the IDB, World Bank, World Vision, European Union and GTZ. She held the position of Planning Analyst at the Central American Bank of Economic Integration (CABEI) for five years and has worked as a trainer and educator, serving as Professor of Mathematics, Statistics, ICT at universities in Honduras and Nicaragua (UNAN, UNAH UNITEC). She has also provided academic advice to students in these same areas. Ms. Garcia was the Director of M&E for a GTZ project and was also the Director of Information Technology for both the City Hall and for a cotton processing company in Leon, Nicaragua. She holds a BS in Mathematics with specialization in Statistics from the National University in Nicaragua and a Masters Degree in Computer Science from the Technological Institute of Monterrey (ITESM) in Mexico. In addition, she received an Advanced Studies in Computer Science Degree (DEA) from Oviedo University, Spain.

#### **Cesar Augusto Díaz del Valle N. - Communications Coordinator**

Cesar has more than 18 years of experience in the scope of graphic design and advertising. He has worked for several advertising agencies, as a designer and director. As a Creative Director in McCann Erickson, he directed advertising campaigns in the press, radio and television for international brands including Coca-Cola, Sprint, Esso, Standard Oil, Crowne Plaza Hotels, and Pollo Campero. Locally he worked on the advertising for Banco Ficensa, Seguros Crefisa, and Cervecería Hondureña. As Communications Director in Zamorano University, Cesar worked on the corporate identity of the institution, promotional materials for student recruitment, fundraising publications and the branding of the commercial products elaborated by the staff and students of the Zamo-Enterprises. As an independent consultant, he has handled the corporate image identity for the Humuya Inn Hotel, Suprema FM and the institutional design and commercial photography for DIPPSA, Super 7, Super 7 Express, Milla Guirst and PSI-FICOHSA.

### **María José Caballero Reyna - Information Technology Associate**

A graduate of the Central American Technology University (UNITEC), Maria Jose is an IT professional with more than ten years of experience. Prior to joining the EDC team, she was a project leader in an Inter-American Development Bank (IADB) funded transparency program aimed at developing modern tools for government procurement. She has also been involved with Non Government Organizations such as World Vision Honduras, where she was in charge of providing technical support and training staff. She has also been a freelance consultant for the World Food Program, developing reports for the School Meal component. Mrs. Caballero has also been a productivity software tools trainer at the National University of Honduras's Masters in Central American Literature.

### **Eduardo Andino – Monitoring and Evaluation Associate**

Eduardo Andino has five years of experience in the areas of statistics, data analysis, and data consistency check. Prior to his appointment with EDC, Mr. Andino worked at the National Institute of Statistics of Honduras (INE) as a Social Statistics and Demographic Technician and also as a Consultant to the Household Survey, Farmers Products and Pricing Survey for the Millennium Challenge Account in Honduras (MCA). Through time he specialized in social statistics indicators such as: population, housing, education, labor market, employment problems, household income, poverty, etc. Based on these experiences, Mr. Andino was able to make a series of social publications for the public in general, such as the Characterization of the Socioeconomic Situation of Older Adults, the Status of Honduran Women, and Child Labor in Honduras to name a few. Mr. Andino has a Bachelor's degree in Business Administration from the Universidad Nacional Autonoma de Honduras.

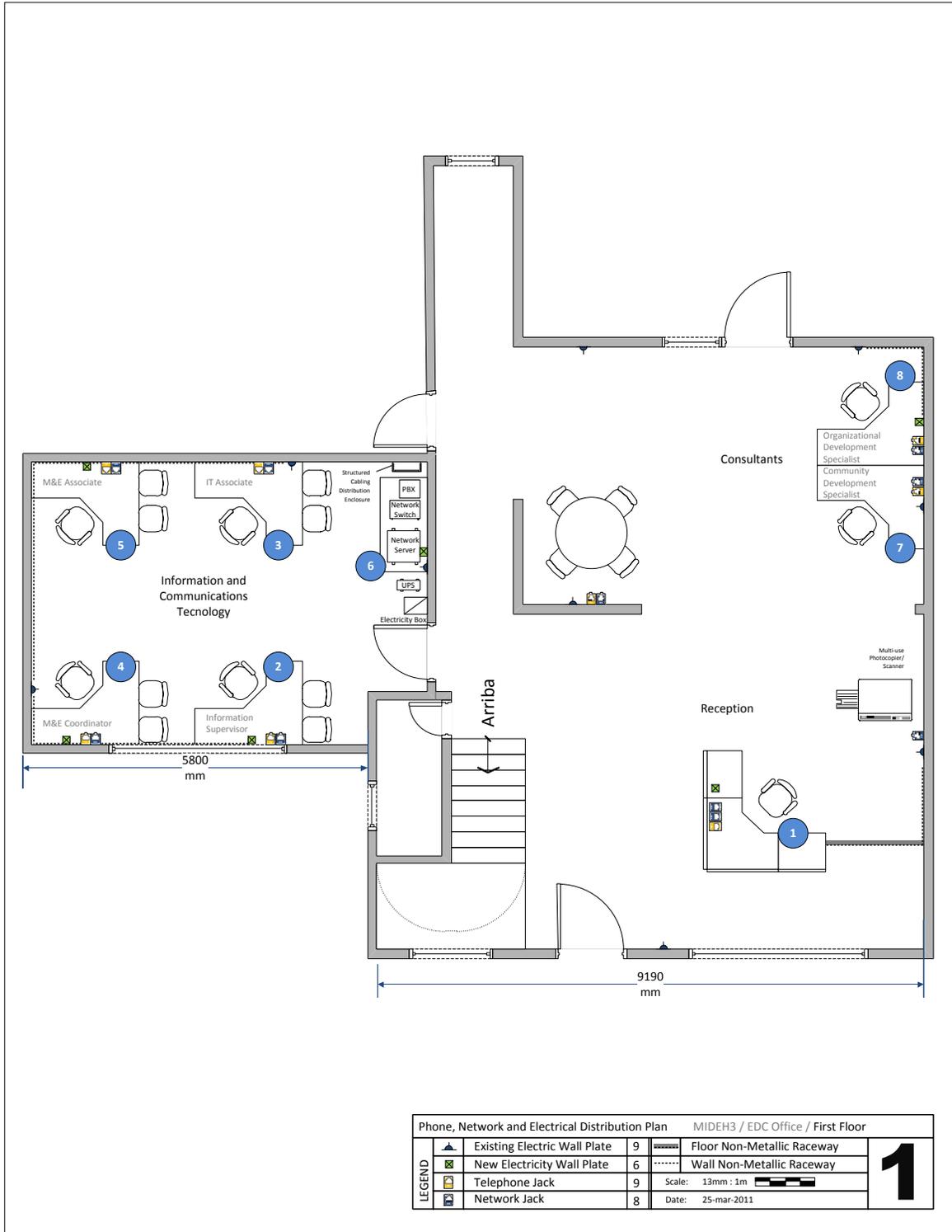
### **Leesa Kaplan Nunes – Chief of Party**

Leesa Kaplan Nunes has more than 30 years of experience in education and training, international development, and project management. Before moving to Honduras, she was the Education Officer for USAID/Sudan, and prior to that, served as the U.S. Peace Corps Country Director in El Salvador. Dr. Kaplan Nunes was also the Chief of Party of a school project in Southern Sudan and of an early childhood education project in El Salvador. Before moving overseas permanently, she provided technical expertise to posts as the Peace Corps Programming and Training Specialist for Education and has long-term experience in program design, implementation and management on various projects with the U.S. Department of Education and USAID worldwide, during her tenure with Development Associates, Inc.

A longtime educator, Dr. Kaplan Nunes has extensive experience in the teaching and facilitating in formal and non-formal education settings as well as in the development of curricula and learning competencies, the design of instructional and training materials and assessment instruments and measures, and in the implementation of student achievement and teacher performance evaluations. Dr. Kaplan Nunes received

her PhD in Education, her Master's Degree in Applied Anthropology and her Bachelor's Degree in Spanish and Secondary Education from American University in Washington, D.C

# ANNEX G Office phone, network and electrical distribution plan



Phone, Network and Electrical Distribution Plan		MIDEH3 / EDC Office / First Floor	
LEGEND	Existing Electric Wall Plate	9	Floor Non-Metallic Raceway
	New Electricity Wall Plate	6	Wall Non-Metallic Raceway
	Telephone Jack	9	Scale: 13mm : 1m
	Network Jack	8	Date: 25-mar-2011

**1**

