



Cooperative Agreement N° AID-656-LA-12-00001

**Quarterly Performance Report  
October 1 – December 31, 2014**

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January 29, 2015

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## I. Program Background

PREPA: *Preparação Laboral para Jovens* (PREPA), formerly known as Youth:Work Mozambique, is a partnership between IYF and USAID/Mozambique under IYF's Youth:Work Leader with Associates Award. With a start date of January 1, 2012, this three-year US\$1.2 million PEPFAR project aims to improve livelihood opportunities for highly vulnerable in- and out-of-school youth and members of their household.

Per the agreement, the **objectives** of the program are to:

- Strengthen the employability and entrepreneurship skills of youth and ensure that these skills are aligned with labor market demands so that youth are well equipped for employment opportunities;
- Strengthen the life skills of vulnerable youth through training, particularly related to HIV prevention and adolescent reproductive health; and
- Improve collaboration and build local capacity through alliances, partnerships, and exchanges among training institutes, youth-serving organizations and the private sector.

The **target group** includes orphans and vulnerable children (OVC) between the ages of 15 and 18, youth up to 24 years of age living with HIV and receiving anti-retroviral treatment (ART), and their household members (up to age 24) who are caregivers/provide economic support.

Due to the extremely vulnerable nature of this group, IYF has carefully designed the program activities to properly address the needs of the target population and the needs of the local labor market in order to be effective and ensure activities lead to successful outcomes. Hence, the program has been implemented in two phases:

- **Project Year 1 (2012), Pilot Phase:** The original Program Description focused on vocational training in the tourism sector of Cabo Delgado (CD). IYF carefully assessed the local situation in CD, including: the local business environment; the challenges faced by OVCs, youth living with HIV/AIDS and their youth caretakers; capacities of training organizations; and available curriculum focused on the tourism sector. During this phase, IYF attempted to identify and work with a qualified partner to assess the current labor market and emerging trends in CD, create a solid tourism and life skills training curriculum, and test training activities. Assessment findings and IYF efforts throughout Year 1 demonstrated a mismatch between target population size, project goals, job growth, and local partner capacity in CD. As a result, IYF and USAID mutually agreed to a program redesign and change in geographic location for Years 2 and 3 of PREPA.
- **Project Years 2-3: Program Redesign and Expansion:** In the first half of 2013, IYF and USAID redesigned the program approach to allow programming in Maputo province and to expand livelihoods interventions. Under the revised PD, IYF will move beyond "hard skills" technical training to a broader package of livelihoods training. This could include a combination of targeted short-term courses, soft or life skills training, on-the-job training and mentoring programs, entrepreneurship training, and other complementary services to increase the employability prospects of target youth. The length of the courses and other support services and livelihood activities will be determined by IYF and its partners, depending on youth needs, opportunities and partner capacity.

As a result of this program, youth will not only engage in sustainable livelihoods activities, but will be less likely to engage in risk-taking behaviors and more likely to take measures to protect their health. To support this program, PREPA will create partnerships/alliances among public, private and non-profit sectors in order to involve them in the project, maximize resources and add value to youth employability interventions in Mozambique.

## II. Key Activities/Summary of Major Results for this Quarter

### A. Strengthened OVC Linkages under PEPFAR

Based on clear guidance from AOR Dionisio Matos regarding the importance of ensuring that OVC activities are truly reaching vulnerable target groups under PEPFAR, and that OVCs are being actively referred to various HIV prevention support services, IYF and its partners have made this a strong priority under PREPA. Everyone understands that these linkages and referral systems are critical for USAID/PEPFAR, so IYF continues to emphasize implementation of these measures for target youth.

UPA was able to strengthen its partnership with local clinics and NGOs that work directly on HIV/AIDS. UPA has partnered with local health organizations supported by FHI360 as well as with ASSCODECHA, a local CBO supported by Population Services International (PSI). These organizations work directly on HIV/AIDS prevention, including testing, guidance and ongoing support for OVCs and people living with HIV/AIDS. All of these organizations have a direct relationship with the local health authorities in Maputo district and the surrounding *bairros* where UPA and its CBO partners work. These organizations, summarized below, have supported UPA to strengthen its HIV/AIDS lessons and support for youth.

Organization	Location	Scope	Relationship with PREPA
Hixikanwe	Ka Mubukwana (all <i>bairros</i> including Luís Cabral and Inhagoia)	Support for People Living with HIV	Encouraged its clients and their families to enroll in Cycle 4 of PTS training. Have supported youth living with HIV based on referrals from AKK and ACODESPU's PTS trainings.
KUBATSIRAN A	Lhamankulo (Chamanculo C and D)	Prevention, Support for People Living with HIV	Referred multiple youth to ACADEC for PTS Cycle 4 training.
KUFUNANA	Ka Mubukwana (all <i>bairros</i> including Luís Cabral and Inhagoia)	Prevention, Support for People Living with HIV, OVCs	Encouraged its clients and their families to enroll in Cycle 4 of PTS training. Partnered with FHI360 on a project to provide guidance and testing for PTS trainees.

During the current reporting period, UPA finalized a new partnership with health organization, AMODEFA by signing the convention drafted in the previous quarter. Under this agreement, AMODEFA will provide testing, counseling, and male circumcision services to PREPA youth. If a third FOG is issued, UPA will organize a health fair to be attended by Cycle 5 youth. The fair will reinforce HIV/AIDS training received during PTS and continue to raise awareness about male circumcision. Testing and counseling services will be offered at the event.

Over the past few months, CODD has established partnerships with two local health clinics in Boane District, AMODEFA and Boane District Health, Women and Social Action Services

(MMAS). CODD intends to leverage these partnerships to inform beneficiary selection and while conducting awareness seminars related to HIV/AIDS prevention, sexual and reproductive health, and family planning, if a third FOG is to be awarded. Both health organizations have had a great impact on the local community, with a particular emphasis on disadvantaged youth who are struggling with various socio-economic constraints, including HIV/AIDS, financial problems, and unemployment. AMODEFA is a Mozambican, volunteer-based non-profit that operates on the national level in the area of sexual and reproductive health. Boane District Health is the government's MMAS entity operating on the district level.

## B. PREPA Pipeline

As of December 31, 2014, USAID had not yet issued a modification to the PREPA cooperative agreement for a no-cost project extension to June 30, 2015. The fixed fee program contract for ICEM – submitted to USAID for approval on October 7 – had also not been approved by the end of the calendar year. Because of this situation, it was impossible both for ICEM to deliver entrepreneurship training in Matola and for IYF to submit the third FOGs for UPA and CODD (to deliver two additional training cycles) to USAID for approval.

As a result, PREPA spending and implementation are behind the planned schedule. Once the no-cost extension has been approved by USAID, IYF hopes to award the program contract and two additional FOGs as soon as possible, depending on their approval by the Agreement Officer. Under these grant instruments, PREPA will reach 752 more youth.

## C. Project Updates

IYF staff and partners focused their efforts on the following grant activities, summarized in this table and detailed in the narrative below:

Grantee	Grant Period	Training Locations	Oct - Dec Training	Previous Cycles	PTS Youth
UPA	FOG #1: May 1, 2013 – April 30, 2014	Peri-urban Maputo: <ul style="list-style-type: none"> <li>• Chamanculo D</li> <li>• Luis Cabral</li> <li>• Aeroporto B</li> <li>• Inhagoia</li> </ul>		Cycle 1 PTS ( <b>79 youth</b> <sup>1</sup> ): July 24-Sept 4, 2013  Cycle 2 PTS ( <b>196 youth</b> ): Oct 2-Dec 11, 2013  Cycle 2 vocational trg ( <b>46 youth</b> ): Feb 17- July 4, 2014	<b>680 enrolled</b>  <b>659 completed</b>
	FOG#2 Jan 24, 2014 – Oct 13, 2014			Cycle 3 PTS ( <b>189 youth</b> ): Feb 12-April 14, 2014  Cycle 3 vocational trg ( <b>45 youth</b> ): Feb 2-April 15, 2014  Cycle 4 PTS ( <b>195 youth</b> ): May 9-July 9, 2014  Cycle 4 vocational trg ( <b>163 youth</b> ): July 23-Aug 4, 2014	

<sup>1</sup> Actual student numbers, accounting for dropouts.

ARISO	FOG #1: Oct 7, 2013 – Oct 31, 2014	Moamba district: <ul style="list-style-type: none"> <li>• Sabié</li> <li>• Corumana</li> </ul>	Cycle 2 practical avi/ horticulture training ( <b>39 youth</b> ): July 28- Nov 4, 2014	Cycle 1 PTS ( <b>93 youth</b> ): Dec 2, 2013-Feb 26, 2014  Cycle 1 practical avi/ horti- culture training ( <b>45 youth</b> ): April 21-May 9, 2014  Cycle 2 PTS ( <b>83 youth</b> ): May 19-July 12, 2014	<b>200 enrolled 176 completed</b>
CODD	FOG #1: Dec 9, 2013 – Jan 31, 2014	Manhiça district: <ul style="list-style-type: none"> <li>• Manhica-Sede</li> <li>• Palmeira</li> <li>• 3 de Fevereiro</li> </ul>		Cycle 1 PTS ( <b>101 youth</b> ) Jan 13-Feb 24, 2014	<b>300 enrolled 244 completed</b>
	FOG #2: June 16, 2014– Oct 13, 2014	Matola district: <ul style="list-style-type: none"> <li>• Machava-Sede</li> <li>• Khongoloti</li> <li>• Tsalala</li> </ul>		Cycle 2 PTS ( <b>143 youth</b> ) in Matola): July 14-Aug 29, 2014	
FEM	FOG #1 Apr 25, 2014 – Oct 17, 2014	Manhiça district: <ul style="list-style-type: none"> <li>• Manhiça-Sede</li> <li>• Palmeira</li> <li>• 3 de Fevereiro</li> </ul>		Entr’p trg: Manhiça-Sede and Palmeira ( <b>50 youth</b> ): May 27- June 30, 2014  Entrepreneurship trg: 3 de Fevereiro and Palmeira ( <b>36 youth</b> ): July 1- July 15, 2014	<b>101 enrolled 86 completed</b>
<b>CUMULATIVE TOTAL</b>					<b>1281 enrolled 1,165 completed</b>

## 1. UPA

### a) *Management*

By October 19, UPA had successfully completed all grant activities as determined by their second FOG under the PREPA project. To date, UPA has trained 659 OVCs in life skills, 64 in information technology, and has delivered livelihood training to 254. Of these youth, 157 completed or are currently enrolled in a vocational training course, 114 participated in internships, 30 started or improved their business, and 80 secured employment. UPA continues to support beneficiaries from all four cycles with job placement services, vocational skills training, and follow-up visits to the entrepreneurs.

### Project Results from FOG 1 and FOG 2

Area	Project Goals (# of youth)	Total Acheived (# of youth)	Percentage
Life Skills Training	700	659	94%
Vocational Training	120	157	131%
Employment	90	80	89%

<b>Internships</b>	195	114	<b>58%</b>
<b>Self-employment</b>	100	30	<b>30%</b>
<b>ICT Training</b>	64	64	<b>100%</b>
<b>Database of youth seeking employment</b>	340	466	<b>137%</b>
<b>Observations:</b>			
1. The database contains 37% more youth than anticipated during project design.			
2. The database includes 77 youth who have elected to return to school and continue with their studies.			

UPA has submitted a proposal for a third FOG to IYF. Depending on the approval and length of PREPA's no-cost extension (undergoing internal USAID approval), UPA would train a fifth and sixth cycle of 200 OVCs each in life skills and ICT. Once the trainings are complete, UPA would leverage funds from ESSOR to finance the livelihood tracks.

During the proposal preparation process, UPA formalized a partnership with local health organization AMODEFA and began strengthening existing relationships with local health partners KULIMA (currently managing *Projecto Estradas*, an FHI360 funded initiative in Luís Cabral), KUPFUNANA, HIXIKANWE, and ASSCODECHA. The intention is for these organizations to accept youth referrals from the next two cohorts and provide testing, counseling and male circumcision services. AMODEFA has signed a formal agreement with UPA and the other organizations are currently reviewing a memorandum of understanding drafted by UPA.

In anticipation of FOG3, UPA continued recruitment efforts initiated in the previous quarter for Cycle 5 PTS. UPA's partner CBOs worked with *Chefes de Quarteirão* to disseminate information about the upcoming training. By the end of November, 296 youth had registered for Cycle 5:

District	Neighborhood	Partner CBO	Cycle 5 PTS Candidates		
			Males	Females	Total
Chamankulu	Aeroporto A/B	AJUDEM	37	45	82
	Chamanculo D	ACADEC	21	29	50
KaMubukwana	Inhagoia	AKK	40	30	70
	Luís Cabral	ACODESPU	39	55	94
<b>Total</b>			<b>137</b>	<b>159</b>	<b>296</b>

#### b) *Recruitment/Selection/PTS Training*

There were no PTS trainings in this quarter as all scheduled PTS activities had concluded.

#### c) *Progress on Livelihood Tracks (Cycle 4)*

During this quarter, UPA continued to support Cycle 4 youth in respect to their livelihood tracks. They helped 9 beneficiaries secure employment, 23 find internships, and 44 begin vocational training courses.

##### *Vocational Training*

During this quarter, 36 Cycle 3 beneficiaries (of 38 enrolled) graduated from vocational training courses. 4 males completed a course in automotive mechanics, 5 males in automotive electricity, 17 females and 6 males in the hospitality industry, and 4 males in air conditioning. One male

failed the automotive mechanics course and one female chose to drop out of the air conditioning course in the final days. The details are presented in the chart below.

After completing *Serviço Orientação ao Curso* (SOC) in the previous quarter, 25 male and 19 female beneficiaries began vocational training courses in hospitality at Profamília and in automotive and refrigeration trades at UGC in November.

UPA continues to search for alternatives for the seven Cycle 3 PREPA youth that had elected to study industrial electricity at Metalomecânica. As a result of a miscommunication between UPA and the training center, no spots had been reserved for these youth. UPA has since been looking for replacement opportunities, but yielded no results.

UPA continues to pursue the opportunity with *Electricidade de Moçambique* (EDM) to provide in-house training to PREPA beneficiaries followed by an internship at EDM. Progress has been delayed as EDM is undergoing changes within its administrative council. The development of this initiative will resume once new leadership is in place.

### Training Status of Cycle 3 and 4 Youth

Training Program	Training Center	No. of Students			Start Date	End Date
		M	F	Total		
<b>Cycle 3</b>						
Culinary	Profamília	1	6	7	June 12	Oct 19, 2014
Pastry Chef		2	4	6		
Restaurant and Bar		2	3	5		
Housekeeping		1	4	5		
Air Conditioning	Metalomecânica	4	1	5	July 28	Dec 12, 2014
<b>Industrial Electricity</b>		<b>5</b>	<b>2</b>	<b>7</b>	<b>TBD</b>	<b>TBD</b>
Automotive Electricity	UGC	5	0	5	July 7	Oct 27, 2014
Automotive Mechanics		5	0	5		
<b>Cycle 4</b>						
Culinary	Profamília	4	7	11	Nov 13, 2014	March 6, 2015
Restaurant and Bar		0	8	8		
Automotive Electricity	UGC	5	2	7	Nov 24, 2014	April 3, 2015
Automotive Mechanics		9	1	10		
Refrigeration		7	1	8		
<b>Total</b>		45	37	82		

### *Career Counseling/Internship/Job Placement*

UPA continued to strengthen their relationship with the private sector in an effort to identify more job and internship opportunities for PREPA beneficiaries. In October and November UPA held meetings with 27 businesses (see **Annex 1**) and had two meetings with Capital Outsourcing Group (COG), a temporary employment service company, facilitated by IYF.

COG has agreed to help connect PREPA beneficiaries with employment opportunities in their target fields. During the formation of this partnership, UPA invited COG's recruitment officer, Nadia Elisa Zandamela, to visit CFP Profamília so that she could observe the quality of the

vocational skills programming. In addition, UPA invited COG to attend a mini seminar about vocational skills training and welding certification at CFP Profamília in early December.

During this quarter, UPA successfully placed 23 youth (11 males/12 females) into internships and 9 youth (7 males/2 females) into jobs.

### Internship Placements (October-December)

Company	Occupation	Beneficiaries Placed		
		M	F	Total
Waterfront	Waitress and assistant chef	0	3	3
Afrin Prestige Hotel	Baker	1	0	1
Kaya Kwanga	Baker	0	1	1
Casino	Chef	0	1	1
Gulo Dice	Baker	0	1	1
Hotel Atlantis	Housekeeping	0	1	1
Zambi	Chef	0	2	2
Vio Garage	Auto mechanic and auto electrician	2	0	2
TPM	Auto electrician	2	0	2
EDM	Industrial electrician	1	0	1
Cimbetão	Industrial electrician	1	0	1
Ad Logistics	Auto electrician	1	0	1
Air Frio	Air conditioning technician	2	0	2
Gungu	Camera man	1	0	1
Hotel Royal Residencial	Housekeeping	0	2	2
Padaria Pastelaria do Jardim	Baker	0	1	1
<b>Total</b>		<b>11</b>	<b>12</b>	<b>23</b>

### Job Placements (October-December)

Company	Occupation	Beneficiaries Placed		
		M	F	Total
Saúde (Mosquito net distribution program)	Activist	1	0	1
Auto-Madaixa	Auto mechanic	1	0	1
Setta	Secretary	0	1	1
Maputo Waterfront	Waiter	2	0	2
ACADEC	Activist	1	0	1
Tijuca	Sales representative	1	0	1
FIPAG	Water meter reader	1	0	1
Aeroportos de Moçambique	Janitor	0	1	1
<b>Total</b>		<b>7</b>	<b>2</b>	<b>9</b>

### *Entrepreneurship*

In October, UPA conducted follow up visits to 14 of the project's entrepreneurs. During these visits, the trainers monitored the beneficiaries' use of business tools and provided suggestions for improvement.

There was one new business launched this quarter by Cycle 4 beneficiary, Baltazar Jacinto Tembe. He established a store in his home and sells food products. Three female beneficiaries chose to discontinue their business practices this quarter. One beneficiary with a business selling flip-flops cited difficulties in securing funds needed to launch the business; another young woman with a hair salon found it difficult to attract clients and compete with other providers; and the third, a fishmonger, was unable to find a price point acceptable for her clients without foregoing a profit.

#### d) *Challenges*

UPA has expressed concerns about their capacity to conduct effective entrepreneurship training, largely due to the lack of experience of the trainers. The trainers have never started or managed their own businesses, limiting their effectiveness and credibility. There have been some instances in the field where beneficiaries have requested to discontinue the follow-up sessions. UPA has suggested that the PREPA team share lessons learned and promising practices from IYF's global experience to help improve UPA's entrepreneurship training and follow-up delivery.

Unfortunately, due to heavy rains and subsequent flooding, UPA was unable to host the health fair planned to take place on November 15 in Luís Cabral. The event was designed to target all four cycles and include representatives from UPA's health and implementing partners, the public, and INEFP. UPA plans to host a similar health fair in the coming months if FOG3 is awarded.

An additional challenge that UPA has faced during the project has been the limited ability to anticipate FOG start and end dates given delays in approval by USAID. This has caused difficulties in managing partner, community, and beneficiary expectations and has also created financial management complications within the organization. For example, UPA was unable to spend US\$40,000 of funds made available from the French organization, AFD, in 2014 intended to provide complimentary vocational training activities to PREPA cycle 5 youth.

## 2. **ARISO**

#### a) *Management*

By the end of October, ARISO had satisfactorily completed all PREPA project activities in the FOG agreement. Under this award, ARISO delivered life skills training to 176 OVCs in the district of Moamba. Of these youth, 84 launched agri-business initiatives in either horticulture or aviculture, 36 secured formal sector employment, and 42 found jobs in the informal sector.

On October 30, ARISO held a small ceremony to formally present *Associação de Jovens Agricultores de Sabié* (AJAS), one of the 7 cooperatives formed under this initiative, with an horticulture production kit. As a result of cash flow management issues (discussed in detail in the previous quarterly report) ARISO was unable to provide this kit during the closing ceremony in September. All cooperatives have now officially received their production kits and business activities are underway.

## b) *Training Implementation*

### *PTS for Cycle 2*

All PTS training activities were concluded in the previous quarter.

### *Practical Training Cycle 2*

All practical horticulture and aviculture training activities were completed in the previous quarter, with the exception of Cycle 2 aviculture training in Sabié. As a result of significant delays caused by the above mentioned financial issues, Sabié Cycle 2 aviculture training did not begin until September 29. This training continued through the month of November, reaching completion on November 4.



Aviculture Training, Sabié Cycle 2

The 14 youth (5 females/9 males) participating in the training managed to raise 197 chickens from a batch of 200 chicks. The chickens were sold for 150 MT a piece, generating a gross profit of 14,550 MT (US\$485).

### *Cooperative Formation*

The leaders of the 7 cooperatives met with the *posto* of Sabié's Advisory Council (the body responsible for approving funding requests) to discuss the pending applications. ARISO accompanied the youth to this meeting to facilitate the process. During this encounter, the Advisory Council gave positive reviews of the business plans, indicating the government's intention to approve the applications for funding in 2015. As it was nearing the end of the fiscal year, the *Fundo de Desenvolvimento Distrital* (FDD) had already disbursed all of their funds for 2014, making immediate funding impossible.

In the first months of 2015, the 7 cooperatives will submit their applications for finance directly to the district of Moamba for approval. ARISO firmly believes that the Administrator of Moamba will see that all of the projects are financed, given her words of encouragement during the ceremony in September.

Despite the delays in funding, the cooperatives have been able to continue with production, utilizing materials from the kits provided by ARISO. Recent production and earnings are illustrated in the tables below.

### **Aviculture Production**

Cooperative	Location	Number of Chicks at Beginning	Number of Chickens Raised	Price per Chicken (MT)	Total Sales (MT)	Cost of Production (MT)	Profit (MT)
KUTSAKA	Sabié	200	197				
PROGRESSO	Corumana	200	193				

ACRIFAS	Sabié	200	199				
ACRIFACO	Corumana	200	194				
<b>Observations:</b>							
1. The price of chicken varies depending on the geographical location of the group and the purchasing power of the community.							
2. The cost of production includes transportation of the chicks, feed, vaccines and vitamins, electricity, rent, etc.							

### Horticulture Production (AJAS and APACRIF, Sabié)

Crop	Quantity Planted	Quantity Harvested	Quantity Sold	Price (MT)	Total Sales (MT)	Quantity Kept for Consumption
Tomato	100g	52 baskets (1,560 kg)	40 baskets (1,200kg)			
Onion	100g	38 baskets (1,140kg)	12 baskets (360kg)			
Green Beans	2kg	320kg	180kg			
Lettuce	100g	435 heads	135 heads			
Beats	100g	214 kg	180 kg			
Kale	100g	624 bunches	0			

Cooperatives AJAS and APACRIF received practical horticulture training at the same time, so their first harvest was done together. In the future, the two groups will produce independently and in different fields. Unfortunately, due to heavy rains in the area, the horticulture cooperatives in Corumana, PROGRESSO and AGRIC, were unable to engage in farming activities. Their fields, which are situated on the banks of the Incomati River, were flooded. The groups hope to plant in February, after the rains typically cease. The gross profits for the horticulture cooperatives have yet to be calculated.

#### c) *Challenges*

During the length of the project, ARISO faced many managerial challenges related to project planning and staffing. ARISO was very ambitious in their project objectives, targets, and geographic scope, which proved difficult to achieve. As activities progressed, ARISO found that they were understaffed in the field and struggled to meet project demands.

Overall, ARISO believes that the PREPA project had a significant impact on the communities of Corumana and Sabié. Most notably, the local government embraced the project, demonstrating ownership and cooperation. This can be seen with the donation of the land for training activities as well as continued advocacy as the cooperatives apply for funding. The project contributed to the creation of positive income generation activities relevant to the local market, causing a reduction in youth participation in poaching and other forms of risky employment often leading death. Finally, youth tend to lead healthier lives and those that are HIV positive are more willing to disclose their status to family and friends.

### 3. CODD

#### a) *Management*

CODD successfully completed all scheduled life skills trainings in the previous quarter, reaching a project total of 244 OVCs.

During the current reporting period, CODD undertook preparatory activities in anticipation of a third FOG to implement further PTS trainings in Boane District (Boane-Sede, Campoane and Massaca II). Because a FOG cannot be awarded to CODD until USAID officially extends the overall PREPA project beyond February 6, 2015, it has not yet been possible for CODD to move ahead with project implementation.

As CODD will be working in Boane District for the first time, they must receive permission from the local government before implementing project activities. CODD has submitted official letters presenting themselves and requesting permission to work in the district. The government's response has been delayed given recent restrictions on activities during the general election period.

CODD has a team of 7 PTS trainers – 3 pairs of co-trainers, overseen by the PREPA coordinator André Vilanculos – supported by two local facilitators who are helping with the preparatory work for Cycle 3. The local facilitators are helping CODD identify and register candidates for PTS training, as well as identify classrooms for training and establish contacts with local authorities and clinical partners. They serve as focal points for all matters relating to the beneficiaries and local training facilities.

#### b) *Recruitment/Selection/Training*

With the completion of FOG2 and all milestone requirements on October 13, no training activities occurred during this quarter.

#### c) *Challenges*

An overall evaluation of CODD's intervention in the districts of Manhiça (Cycle 1) and Matola (Cycle 2) show significant improvements in regards to the alignment of PEPFAR requirements and the reduction of youth dropouts. These improvements can be seen in the table below.

	MANHIÇA	%	MATOLA	%	TOTAL	%
Total Beneficiaries	150		150		300	
Beneficiaries who completed program	101	77%	143	95%	244	81%
Dropouts	49	33%	7	5%	56	19%
Number of HIV workshops	6		9		15	
Attendance at HIV Workshops	101	77%	143	95%	244	81%
HIV Testing Referrals	0	0	6	4%	6	2%
HIV Positive	N/A		6	4%	6	2%

Of the 300 targeted participants, 244 (81%) attended and completed PTS training over the course of CODD's intervention. Completion rates improved remarkably, with the dropout level decreasing from 33% in the first cohort to only 5% in the second training cohort.

CODD improved HIV linkages by increasing the number of HIV workshops by 1/3 during the second FOG, delivering 9 in Matola. The quality of the events improved as a result of a partnership between CODD and PSI, who was able to provide technical support. Furthermore, CODD succeeded in referring beneficiaries to local health clinics for HIV testing and counseling for the first time during the trainings in Matola.

#### 4. FEM

##### a) *Management*

FEM successfully completed all grant requirements on October 17, delivering entrepreneurship training to 86 OVCs in three localities of the district of Manhiça: Manhiça-Sede, Palmeira, and 3 de Fevereiro. Between May 8 and July 15, FEM conducted a total of five entrepreneurship training cycles – three utilizing the EMPRETEC curriculum and two utilizing the Farming as a Business (FaaB) curriculum – followed by several months of follow up activities for youth.

#### Number of Beneficiaries Participating in EMPRETEC and FaaB

Local	EMPRETEC			FaaB			Total
	M	F	T	M	F	T	
Manhiça-Sede	11	6	17	7	10	17	34
Palmeira	5	11	16	6	10	16	32
3 de Fevereiro	11	9	20	0	0	0	20
<b>TOTAL</b>	<b>27</b>	<b>26</b>	<b>53</b>	<b>13</b>	<b>20</b>	<b>33</b>	<b>86</b>

##### b) *Recruitment/Selection/Training*

All entrepreneurship training activities were completed in the previous reporting period.

##### c) *Challenges*

In order to improve the quality of entrepreneurship training in future interventions, IYF asked FEM to share their vision about PREPA and the lessons that they learned during project delivery. FEM noted that:

- Entrepreneurship training programs should be longer, allowing time for the practical process to mature and be consolidated by both the youth beneficiaries and the training organization. FEM suggested allotting at least 6 months for post-training follow-up support (as opposed to 3 under PREPA) for the program to have an impact and the businesses to be sustainable. A longer time period provides space for the beneficiaries to test their business plans, while still receiving necessary support from the trainers. This would likely increase commitment levels on the part of the youth to their business initiatives.



██████████, 23, sits in front of the mini-mart he launched after participating in an EMPRETEC training in 3 de Fevereiro

- It was difficult to hire and retain technical staff given the short intervention period. FEM struggled to motivate their staff, compromising the staff's commitment and feeling of ownership over the program. FEM felt that this problem could be remedied with a longer employment period.
- All beneficiaries should be required to sign a commitment agreement at the beginning of a training course in an effort to increase the retention of participants. Young people tend to move from one course to another and lack long-term career goals making them prone to dropping out.
- Entrepreneurial activities are mostly developed by young women who use their savings to start small businesses. FEM concluded that the women in Manhiça district were more reliable than the men in terms of establishing businesses post-entrepreneurship training



EMPRETEC training helped [REDACTED] 23, assess the risk of his startup-a community radio station- and develop monthly cash flow projections needed for future planning.

due to their domestic nature. Many businesses are operated out of the home, where many women spend the majority of their time completing household chores and caring for their children. In addition, women have less of a tendency to look for seasonal work opportunities (i.e. with local sugar companies) allowing them to stay more focused on their businesses.

- FEM suggested that their intervention could have been more effective had they been able to work in a more concentrated geographical region. This would have allowed them to better leverage partnerships formed and more easily assess program impact in the long term.

## 5. ICEM

*Instituto de Capacitação e Empreendedorismo de Moçambique* is a Mozambican company that develops programs and initiatives for children, adolescents and adults focused on capacity building and entrepreneurship. ICEM inspires and educates potential entrepreneurs, and helps people to structure an idea into a business plan, including supporting the implementation of the project during the first months. ICEM also has great capacity to develop leverage partnerships that guarantee the mobilization of resources towards their project (e.g. municipality support, media appearances, good relation with banks and other entities that can help with logistics).

IYF would like to issue an award to ICEM to carry out entrepreneurship training for 112 PREPA beneficiaries that recently graduated from life skills training implemented by CODD. The two organizations will provide complementary services to the same group of youth beneficiaries. ICEM's intervention will be conducted in two phases: entrepreneurship training and business startup support. Training will be conducted in three peri-urban localities in the district of Matola, Maputo province: Machava, Kongolote, and Tsalala.

The PREPA team has completed their due diligence review of ICEM and finalized the proposal and budget. **A request for approval was sent to USAID/Mozambique on October 7, 2014 and is still pending.** Upon receipt of USAID approval, IYF will issue a fixed fee program contract to ICEM and training will begin immediately.

### III. Monitoring and Evaluation

#### A. Beneficiary Data

Baseline surveys have been conducted with all youth regarding their situation and attitudes at the end of PTS training, using a “retrospective baseline” methodology to more accurately gauge youths’ attitudes upon beginning PTS. Exit surveys are scheduled to be conducted six months after youth complete all project activities (e.g. livelihood services) to assess the changes in their attitudes and level of resiliency. The instrument used is the Connor-Davidson Resilience Scale (CD-RISC) survey.<sup>2</sup>

During this quarter, partners submitted a total of 132 surveys of a possible 194 from UPA Cycle 3, CODD/FEM Cycle 1, and ARISO Cycles 1 and 2. Surveys were only collected from youth who successfully completed both life skills training and follow-up livelihood services. The missing surveys reflect the difficulties encountered while contacting youth months after the interventions took place, as well as the submission of incomplete-and therefore unusable-surveys. Due to the transient nature of youth in Mozambique and the limited access to stable phone numbers, it has proved challenging for PREPA partners to interview the beneficiaries post-training activities.

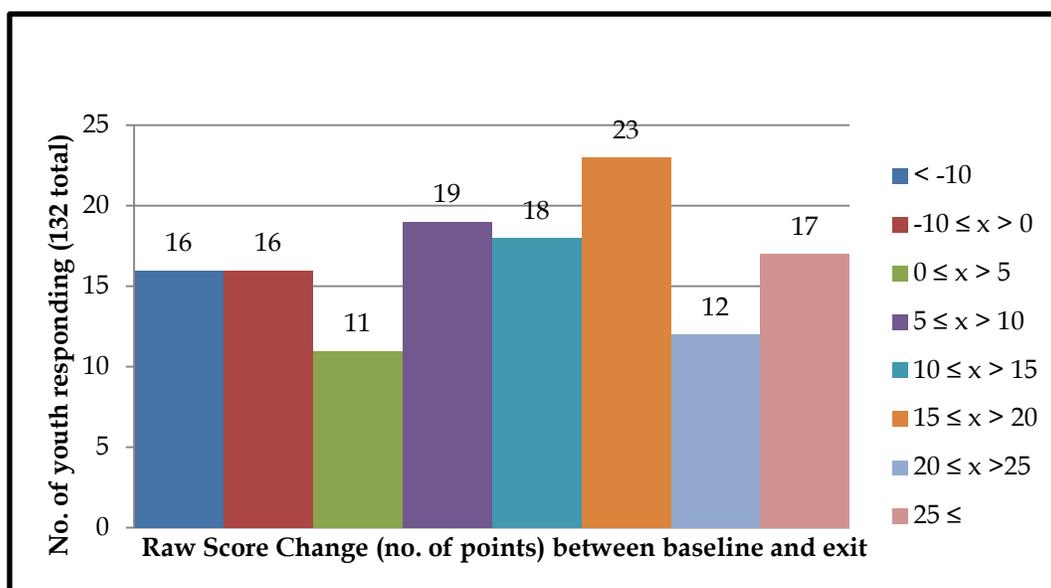
As shown in the table below, 98 of the 132 youth (74%) who completed both baseline and exit surveys from UPA Cycle 3, CODD/FEM Cycle 1, and ARISO Cycles 1 and 2 **showed a positive change on their resilience score** – 52 of whom showed an increase of between 15 to 45 points<sup>3</sup>.

	Total Number	Percentage
Youth showing positive change	98	74%
Youth showing no change	2	2%
Youth showing negative change	32	24%
<b>Total</b>	<b>132</b>	

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<sup>2</sup> For more information see <http://www.cd-risc.com/>

<sup>3</sup> 16 of these youth did not answer 1 to 4 questions on either the entry or exit surveys. In this case, we disqualified the unanswered questions, omitting them from the calculations.



## B. Partner Capacity Development

In December, during the final partner meeting of 2014, IYF asked PREPA partner organizations to complete a self-assessment of their organizational capacity before and after working under the PREPA project. The purpose of the evaluation was to identify areas in which the organizations had improved as a direct result of the support received from IYF. The organizational assessment tool included categories such as operational and financial planning, monitoring and evaluation, proposal development, program delivery, and HIV/AIDS referrals. The tool used can be found in **Annex 3**.

Each implementing partner was asked to retrospectively assess their capacity before working with IYF/PREPA and then subsequently assess their current situation. All four partners recorded an increase in the organizations' capacity, with ARISO achieving the greatest improvement -- a 22 point increase (104%).

Partner	Baseline Score Before PREPA	Total Score After PREPA	Change in Score	Percent Change
ARISO	21	43	<b>22</b>	<b>104%</b>
UPA	23	40.5	<b>17.5</b>	<b>76%</b>
CODD	33	44	<b>11</b>	<b>33%</b>
FEM	35	44	<b>9</b>	<b>26%</b>

#### IV. Key Activities Planned for next quarter

With the approval of a 5-month no-cost extension - to June 30, 2015 - the PREPA project intends to reach 752 additional youth with PTS and entrepreneurship training, as well as HIV/AIDS prevention services, by May 31, 2015:

February	March	April	May	June	Number of Youth Enrolled	
UPA Cycle 5 PTS				CLOSEOUT ACTIVITIES	200	
		UPA Cycle 6 PTS			200	
Codd Cycle 3 PTS (Boane)					120	
		Codd Cycle 4 PTS (Marracuene)			120	
ICEM entrepreneurship training and follow-up (Matola)					112	
Target					752	

## Annex 1 -- UPA's Partner Companies

Company	Job
Ferreira Limitada	Responsável da Empresa
Frescata do Jardim	Esposa do responsável
Pastelaria Padaria do Jardim	Responsável
Imoveste	Proprietário
CCP-transporte e logística	Director Comercial
Mogás	Vendedor
Cafe continental	
Pedra da lua	Funcionário
Tata de Moçambique Lda	Gestor de Recursos Humanos
Restaurante Shamwari	Gestora
Lounge Bar Venue	Proprietário
Connect Group	Secretária
El grego	
Restaurante Pirata	
Monte Alentejano	
Horoscop	
Pastelaria e Pizzaria Ponto Final	Gerente
Auto Mudombe Lda	Secretária
Comércio e Distribuição Tecnológica Ida	Gerente
Torneiro Mecânico	Mecânico
Pensão Popular	Recepcionista
Premium Auto Spares	Mecânico
Doce e Cafe	Gerente
A Forjadora	Gestor
Melo Auto , Lda	Gerente
Et Lda.	Secretaria
Conta Própria	Organizadora de eventos
Auto Satr	Gerente
Hotel Terminus	Recursos Humanos
Maputo Waterfront	Proprietária
Hotel Santa Cruz	Responsável dos Recursos Humanos
Adlogistics Mozambique	Coordenador de Programas
Restaurante Taverna	Gerente
Quality Parts	Gestor
Auto José Castro	Director Geral
Visão Auto	Conselho de Gerência

### Annex 3- Assessment Tool for PREPA Partners

Capacity Elements	LEVEL ONE:  Clear need for increased capacity	LEVEL TWO  Basic level of capacity in place	LEVEL THREE  Moderate level of capacity in place	LEVEL FOUR  High level of capacity in place	Your score <u>before</u> working with IYF/PREPA	Your score <u>after</u> working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
<p><b>Project Operational Planning</b> (e.g., the process of establishing project outcomes and outputs and specifying the activities, staffing requirements and resources needed to achieve them)</p>	<p>Organization runs project operations primarily on a day-to-day basis with medium or longer-term planning activities;</p> <p>No experience or history in project operational planning</p>	<p>Some ability and tendency to develop a project operational plan either internally or via external assistance;</p> <p>Project operational plan loosely or not linked to strategic planning activities and used roughly to guide operations</p>	<p>Ability and tendency to develop and refine concrete, realistic project operational plan;</p> <p>Some internal expertise in project operational planning or access to relevant external assistance;</p> <p>Project operational planning carried out on a near-regular basis;</p> <p>Project operational plan linked to strategic planning activities and used to guide operations</p>	<p>Organization develops and refines a concrete, realistic, and detailed project operational plan;</p> <p>Has critical mass of internal expertise in project operational planning, or efficiently uses external, sustainable, highly qualified resources;</p> <p>Project operational planning exercise carried out regularly;</p> <p>Project operational plan tightly linked to strategic planning activities and systematically used to direct operations</p>			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
<b>Financial Planning/ Budgeting of Projects</b> (e.g., forecasting and continuous monitoring of expenditures required to operate a project)	No or very limited project financial planning;  General project budget developed;  Performance against project budget loosely or not monitored	Limited project financial plans, ad hoc updates;  Project budget utilized as an operational tool;  Used to guide /assess financial activities;  Performance-to-project budget monitored periodically	Solid project financial plans, regularly updated;  Project budget integrated into project operations;  Reflects project needs;  Performance-to-project budget monitored regularly	Very solid project financial plans, continuously updated;  Project budget integrated into full project operations;  The budget develops from a process that incorporates and reflects project needs and outcomes;  Performance-to-project budget closely and regularly monitored			
<b>Financial Management of Projects</b> (e.g., administration, tracking, control, and recordkeeping of project finances)	Grants deposited and acknowledged, bills paid, supporting documentation collected/retained;  Recordkeeping system is not automated electronically	Project financial activities transparent, clearly and consistently recorded and documented, include appropriate checks and balances, and tracked to approved	Formal internal controls governing project financial operations;  Attention is paid to cash flow management;  Electronic record-keeping system is	Robust systems and controls in place governing project financial operations and their integration with budgeting, decision making, and project outcomes;  Cash flow actively			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
		project budget;  Electronic record-keeping system is operational but underutilized	utilized with some exceptions	managed;  Electronic recordkeeping system is fully operational and utilized			
<b>Involvement in Multi-sector Partnerships</b> (organizations from public sector, private sector, educational, and non profit sectors who work together in a mutually beneficial relationship to address a common objective through pooling of resources and competencies)	Organization is not involved in any multi-sector partnerships (e.g., public, for-profit, educational, and nonprofit sectors) focused on increasing livelihood opportunities for vulnerable young people	Good understanding of the importance of participating in multi-sector partnerships focused on increasing livelihood opportunities for vulnerable young people but no clear evidence of any involvement;  No plans in the immediate future to pursue engagement in such partnerships	Strong understanding of the importance of participating in broad-based partnerships that are working to expand livelihood opportunities for vulnerable youth;  Some experience in building and participating in such alliances	Demonstrated ability to participate in and help build and sustain successful broad-based multi-sector partnerships that expand livelihood opportunities for vulnerable youth			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
<b>New Program Development</b> (e.g., the capacity of a organization to implement new programs that address unmet needs of current and/or potential participants)	Limited ability of an organization to create new programs to address the unmet needs of current and/or potential participants;  New programs created largely in response to funding availability	Some ability to modify existing programs and create new programs to better meet the unmet needs of current and/or potential participants	Demonstrated ability to modify and fine-tune existing programs and create new programs to more effectively meet the unmet needs of current and/or potential participants;	Ability and tendency to efficiently and effectively create new, truly innovative programs to address unmet needs of current and potential participants in local area or other geographies;  Continuous pipeline of new ideas			
<b>Proposal Writing</b>	Organization does not engage in proposal writing	Proposals produced are not comprehensive;  Project goals do not always align with grantor requests;  The budget is not consistent with the proposal narrative	Proposals are clearly written and mostly follow proposal guidelines;  Project goals are clearly articulated and are mostly consistent with the grantor's request;  The proposal includes a work plan;	Organization has the ability to produce a clear and concise proposal that follows proposal guidelines;  Project goals are clearly articulated and are consistent with the grantor's request;  The proposal includes a realistic work plan;			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
			The budget is mostly consistent with the proposal narrative	The budget is consistent with the proposal narrative			
<b>Monitoring and Evaluation</b> (e.g., accurate tracking of progress against targets and the identification of areas for improvement)	Programs are implemented without any clear monitoring;  Programs are not evaluated using indicators or other measures	Programs are monitored against basic milestones;  Some tracking of progress against indicators is done	Program development includes setting indicators and targets;  Tracking progress against indicators not done systematically throughout program implementation;  End of program evaluations to extract lessons learned are not always done	Comprehensive M&E plans are integrated into program design;  Progress against targets is measured using tested tools and staff members are dedicated to M&E;  The level of rigor and validity of data is high;  Regular (e.g. quarterly) tracking of youth program participants is conducted through a tracking system			
<b>Report Writing</b>	Organization does not engage in project report writing	Project reports are produced on a semi-regular basis;  Reports do not	Project reports are produced on a regular basis;  A standardized	Organization produces comprehensive reports on a regular basis;  A standardized report			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
		<p>follow a standardized format;</p> <p>The report sometimes includes project outcomes;</p> <p>Reports often lack clarity and detail</p>	<p>report format has been established and is mostly followed;</p> <p>The report illustrates project outcomes utilizing tables and graphs as necessary;</p> <p>The grantor often asks for clarification and more detail after reviewing the report</p>	<p>format has been established and is fully followed;</p> <p>The report clearly illustrates project outcomes utilizing tables and graphs as necessary;</p> <p>Reports are well received and easily understood by the IYF</p>			
<b>Beneficiary Selection</b> (e.g., ensuring that program interventions are appropriate for participants and that correct youth are being targeted)	Organization does not have an agreed upon vision or understanding of the need for a formal documented beneficiary selection criteria/ a process for participation in programs	The organization has an agreed upon vision and understanding of the need for a formal documented beneficiary selection criteria/ process for participation in programs, but not yet put into regular practice	<p>The organization has an agreed upon vision and understanding of the need for a formal documented beneficiary selection criteria/ process for participation in programs;</p> <p>The process has been documented and piloted;</p>	<p>The organization has documented criteria and procedures for the selection of participants;</p> <p>The organization has procedures for identifying youth affected or infected with HIV;</p> <p>The document establishes how participants</p>			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
			Further refinement of the criteria and process is needed to fully implement the criteria selection in all programs	will be notified about the opportunity to participate in program;  The document sets the minimum capacities required for participation in an entrepreneurship or employment program and includes an expression of interest by the participants;  Criteria/procedures are fully tested and utilized.			
<b>Delivery of Program Content</b> (e.g., teaching methodology)	Organization does not demonstrate an understanding that trainers require training and support;  Training methodology is based mainly on lecture style delivery	Organization understands that trainers should be trained and participatory training techniques are important;  No evidence of tools to train or support trainers and	Trainers are provided with some training and support;  Some participatory training methodologies are utilized as evidence by training plans and materials, but support and	Comprehensive trainer/facilitator training and support through use of experienced mentors and peer support networks;  Training is participatory and trainees have learning opportunities outside of the			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
		participatory training techniques are not utilized	participatory training methods are not consistently deployed across the organization	classroom setting;  Training in individual components (i.e. life skills, vocational training) is reinforced by creating links across areas			
<b>2.3 Life Skills for Employability</b>	The organization has no understanding or vision for addressing life skills needs of youth	Understands that life skills should be addressed, but no curriculum or materials have been developed to benefit youth	Life skills materials and trainers are available, but the training program is not comprehensive and trainers are not fully trained or supported	A comprehensive life skills training program has been implemented;  Psychosocial and cultural issues have been appropriately integrated, with links to support services as necessary;  Specific lessons addressing HIV prevention and adolescent reproductive health are being implemented;  Trainers are experienced in delivering life			

Capacity Elements	LEVEL ONE: Clear need for increased capacity	LEVEL TWO Basic level of capacity in place	LEVEL THREE Moderate level of capacity in place	LEVEL FOUR High level of capacity in place	Your score before working with IYF/PREPA	Your score after working with IYF/PREPA	Comments about ways IYF/PREPA has benefited your organization
				skills and are certified where appropriate;			
<b>HIV/AIDS Referrals</b> (e.g., procedures for helping youth beneficiaries access HIV testing and counseling services and health centers that perform male circumcision)	The organization does not have a referral process in place;  The organization has not identified HIV testing and counseling centers in the area	The organization understands the need for a referral process, but it has yet to be developed;  Local health centers providing HIV testing and counseling and male circumcision have been identified but no partnership has been sought	The organization is developing a referral process;  Local health centers providing HIV testing and counseling and male circumcision have been identified and partnerships are being explored	The organization has an effective referral process in place;  Youth are regularly referred for male circumcision and testing and counseling services;  Partnerships have been formed with local health centers;  The organization effectively tracks the number of youth receiving HIV related health services			