

YOUTH:WORK MOZAMBIQUE

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Quarterly Performance Report January 1st – March 30th, 2012

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I. PROGRAM BACKGROUND

Youth:Work Mozambique (Y:W Moz) is a partnership between IYF, the USAID Mission in Mozambique and PEPFAR under IYF's Youth:Work, Leader with Associates Award. Initiated in January 2012, this three-year US \$1.2 million project aims to improve livelihood opportunities for highly vulnerable in- and out of school youth and members of their household in the province of Cabo Delgado.

More specifically, the objectives of the program are to:

- Strengthen the employability and entrepreneurship skills of youth and ensure that these skills are aligned with market demands in the tourism and other high growth sectors 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 under 24 years of age living with HIV and receiving anti-retroviral treatment (ART) and their household members, under the of age 24, who are caregivers/provide economic support.

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

- Phase 1 - will focus on establishing and piloting a model. This will be done by identifying partner(s) and assessing their capacity; reviewing existing training programs and conducting a labor market assessment/review; developing a comprehensive training model and job placement services; adapting and integrating curricula; engaging key stakeholders from the private and public sectors; and piloting training activities in Pemba.
- Phase 2 - will focus on expanding the pilot activities; integrating entrepreneurship activities; operationalizing the stakeholder alliance; sharing lessons learned and documenting the Y:W Moz model; and evaluating activities.

As a result of this program, youth will not only engage in sustainable livelihoods activities, but they will be less likely to engage in risk-taking behaviors and more likely to take measures to protect their health. To support this program, Y:W Moz 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 Cabo Delgado, which is one of Mozambique's least developed provinces.

As agreed with USAID Mozambique, the official start date of the program is January 1, 2012.

II. KEY ACTIVITIES/RESULTS FOR THIS QUARTER

During the period of January – March 2012, IYF staff focused on the following start-up activities:

1. Submission of the Branding & Marking Plan, Implementation Plan and M&E Plan

As per the agreement, IYF submitted the Branding & Marking Plan on January 28, and the Implementation and M&E Plans on February 15, 2012. While in Mozambique, IYF Program Directors [REDACTED] and [REDACTED] met with [REDACTED], AOTR and [REDACTED]/Community Monitoring and Evaluation Specialist to review the M&E plan, provide clarifications and obtain feedback on required updates. Following the meeting and subsequent discussions, IYF submitted a revised M&E plan on April 10th 2012.

As of this writing and based on discussions with [REDACTED], IYF is in the process of updating the Implementation Plan.

2. Recruitment of the in-country Technical Advisor

IYF initiated the recruitment process in January by developing the job description and advertising the position. IYF disseminated the announcement through its established recruitment channels such as DevEx and LinkedIn, which have an international reach, as well as through contacts in Mozambique. IYF received 35 applications and, following a review, selected several candidates to be interviewed. The interviews were conducted over the telephone in early February. By mid-February, IYF had selected the top candidates and had made arrangements to conduct face to face interviews in Mozambique as part of the second round. Following the interviews, IYF identified [REDACTED] as the top candidate and, while in Mozambique, conducted the necessary reference checks in order to move forward with the process. In March, IYF proceeded with the internal process, including determining the offer based on key considerations. As of this writing, IYF is in negotiation with [REDACTED] as IYF had made an initial offer. IYF has revised its offer based on updated information regarding the cost of health insurance, which [REDACTED] will have to purchase and which had been a point of discussion.

3. IYF Assessment visit to Mozambique

From February 17 – March 2, [REDACTED] and [REDACTED] were in Mozambique to:

- Strengthen understanding between USAID and IYF regarding key programmatic aspects and timeline
- Deepen IYF's knowledge of the context in Cabo Delgado and Pemba
- Identify organizations that work on youth issues, including with OVCs, and provide training
- Inform key stakeholders of this program to build support and interest
- Determine the availability of local technical expertise

As a result, the IYF team met with key stakeholders from the public, private and civil society/NGO sectors in Maputo and Pemba. While in Pemba, the team also initiated work on a dual-client assessment and was joined by [REDACTED], IYF Program Director, who was in Mozambique to oversee a youth assessment in selected provinces, under YouthMap¹. [REDACTED] involvement contributed valuable input and allowed IYF to benefit from the knowledge and information that the YouthMap team was gathering on youth issues and opportunities with the private sector in the country.

Meetings were also held with the following key USAID staff:

- [REDACTED], Tourism and Biodiversity Manager
- [REDACTED], OVC Manager and AOTR
- [REDACTED], Project Management Specialist
- [REDACTED]-Teixeira, Supervisory Acquisition Specialist
- [REDACTED], Outreach Coordinator
- [REDACTED], Community Monitoring and Evaluation Specialist

On March 1st, prior to departing Mozambique, the IYF team debriefed USAID on the assessment visit to Pemba. The presentation was framed around a SWOT analysis and recommendations from the team. The SWOT analysis is presented in Annex 2. The following USAID staff attended the debrief:

- [REDACTED]
- [REDACTED] Capacity Development Advisor
- [REDACTED], Gender Advisor
- [REDACTED], Health Specialist

¹ YouthMap is a four-year project designed to assess youth circumstances as well as support promising programs and practices in positive youth development in Sub-Saharan Africa. Through YouthMap, IYF will conduct holistic assessments on the conditions of young people and the status of youth-serving infrastructure in eight countries in the region

As highlighted in the SWOT analysis, the economic environment in Cabo Delgado has shifted significantly in the past couple of years with the expansion of the oil and gas sector, which is creating employment opportunities in related areas such as construction and ancillary services. While tourism remains a key sector, infrastructure and investments are lagging behind as envisioned under Arco Norte. Nevertheless, the private sector representatives the team met with all noted that while they have demands for skilled entry-level labor force, there is a lack of qualified labor with the necessary technical skills, life skills and basic educational level to perform successfully. This situation thus offers opportunities for this program to provide quality training, place trainees in jobs and meet the needs of the labor market. In terms of youth-focused organizations that support vulnerable children and youth, there are several in Pemba that provide youth-friendly services to this target group on a number of issues ranging from education, reproductive health and HIV/AIDS. However, one challenge will be the dearth of entities that have the vision, infrastructure and capacity to provide vocational and other technical training that are critical to young people, let alone on a large scale.

A very encouraging aspect is the interest that representatives from the private and public sectors expressed in being involved and taking part in this program. This program is thus well positioned to bring these entities on board and establish a new way of working across sectors that is collaborative, effective and maximizes resources.

Given this environment, it is critical that the first phase of the project focuses on adapting and piloting a comprehensive training model, thus establishing a proven model for Pemba and Cabo Delgado that can be replicated. The pilot phase will also allow the program to test the limitations of the training institutes and determine their capacity building needs, as well as the capacity of the local labor market to absorb the skilled labor force that the program will generate.

4. Development of Request for Proposal (RFP) Package

A critical step in identifying potential implementing organizations is the development of an RFP package in Portuguese and which includes the following:

- An invitation/notification - This announcement shares key information about the solicitation and invites interested organizations to submit the necessary documentation.
- A concept paper guide - As a concept paper is a key instrument in understanding proposed strategies and determining its feasibility in rolling out a successful project, IYF has developed a preliminary proposal guide in order to assist organizations in submitting a quality concept paper. This guide requests information on the organization's experience in managing donor funded grants and in implementing vocational programs; their strategies for this program; the organizations with which they will collaborate; and an initial budget.

- Due diligence requirements – Interested organizations are required to submit documentation for IYF to conduct a due diligence review to assess their financial and administrative capacity.

As requested, IYF shared the Concept Paper Guide with USAID Mozambique which provided its feedback on April 25. As of this writing, the guide is being finalized and will be disseminated the first week of May through an open solicitation process as per USAID Mozambique's request so that interested entities may apply. Interested entities will have a month to submit the required documents.

III. CHALLENGES

The main challenge during the first quarter was the negotiation process for the in-country Technical Advisor which is taking longer than envisioned. This is due in large part to extended negotiations related to health insurance coverage. IYF is hopeful that given the revised offer, the candidate will accept the position.

IV. KEY ACTIVITIES PLANNED FOR NEXT QUARTER

The main activities planned for the second quarter of 2012 will focus on continuing program start-up and program design:

- a. Finalize the hiring of the in-country Technical Advisor and ensure all logistical aspects and work accommodations are in place
- b. Review submitted concept papers
- c. Conduct due diligence review on the entities that applied
- d. Select entity(ies) to move forward to the next stage of developing a full project document
- e. Engage the public and private sectors to gain input on program design
- f. Organize and hold Design Workshop in country
- g. Initiate work on the translation and adaptation of the M&E instruments

The position of the in-country Technical Advisor is critical to expand the work on the ground, in particular, supporting the selected organization(s) in developing the proposal and building on the contacts made during IYF's assessment visit; reaching out to key stakeholders in the private and public sectors to set the foundation for collaboration; and creating a multi-sectoral alliance that will be contribute to and support the program.

V. SUMMARY OF INDICATORS (M&E Plan)

On April 16, IYF submitted the SAPR12 through Basecamp. As noted in the form, once the training project(s) have been initiated, IYF will be reporting on the key indicators and providing updates on the overall M&E process.

Annex 1 – Stakeholders IYF Team Met With

Government

- Cabo Delgado Provincial Department of Labor – [REDACTED], Director
- Cabo Delgado Provincial Department of Tourism – [REDACTED], Director
- Ministry of Tourism – [REDACTED], Advisor to the Minister
- Ministry of Tourism - HR Department – [REDACTED], Head; [REDACTED]
- Cabo Delgado Provincial Department of Women and Social Action – [REDACTED], one of the Department Leads
- Geração BIZ in Pemba – [REDACTED], Program Manager; [REDACTED] Coordinator; [REDACTED]
- Mayor of Cabo Delgado - [REDACTED]
- National Institute for Professional Education and Training (INEFP) – [REDACTED], Head of the Employment Center; [REDACTED], Technical Lead; [REDACTED]
- Provincial Digital Resource Center (CPRD) – [REDACTED], Provincial Manager
- One Stop Shop (BAU) – [REDACTED]

Private Sector

- CD Tour – [REDACTED], Coordinator
- Confederation of Business Associations (CTA) – [REDACTED], Representative
- First MicroFinance Bank – [REDACTED], Interim CEO; [REDACTED], Operations Manager
- Kauri Restaurant and Resort – [REDACTED], Owner
- KPMG – [REDACTED], Senior Partner; [REDACTED], Provincial Manager
- SDV – [REDACTED], Coordinator; [REDACTED], Human Resources
- [REDACTED] – Manager

Civil Society

- ADPP – [REDACTED], Director
- Aga Khan Foundation – [REDACTED], Director; [REDACTED], Senior Education Program; [REDACTED], Pemba Director; [REDACTED], Program Director; [REDACTED] Program Manager
- Aro Moçambique – [REDACTED], Coordinator; [REDACTED], Technical Advisor; [REDACTED], Program Manager; [REDACTED], Manager; [REDACTED] Assistant for Advocacy and Lobbying; [REDACTED], Youth Activist.
- FHI/COMCHASS – [REDACTED], Chief of Party
- Freedom from Hunger – [REDACTED], Program Director
- G-FISH – [REDACTED], Project Lead
- Kaeria – [REDACTED]
- Kharibu – [REDACTED], Program Officer; [REDACTED] Peace Corps Volunteer
- The Elizabeth Glaser Pediatric AIDS Foundation (EGPAF) – [REDACTED], Cabo Delgado Provincial Coordinator
- SNV – [REDACTED], Country Director; [REDACTED], Training Officer
- SOS – [REDACTED], Field Officer for Food Security and Income Generation

Educational Institutions

- Catholic University of Mozambique - [REDACTED], Director
- Institute of Industry and Commerce of Pemba - [REDACTED] Madidi, Director

Multilateral Organizations

- ILO - [REDACTED], Technical Advisor
- UNFPA - [REDACTED] and [REDACTED], Program Officers

Consulting Firms

- Proserv Mozambique - [REDACTED], Senior Consultant; [REDACTED], Director of Operations
- Advantage Consulting [REDACTED], Director

Consultants

- [REDACTED], Education Specialist
- [REDACTED], Youth and Gender expert

Please note:

- In several instances, meetings were held with different staff of one entity at different times.
- In order to avoid duplication of efforts, contacts were made with private companies in Maputo through the Youth Map team.
- Attempts were also made to meet with the Governor of Cabo Delgado, the Director of the Cabo Delgado Provincial Department of Commerce, PIREP and Anadarko in Maputo.

Annex 2 – IYF Debrief to USAID- SWOT Analysis

FINDINGS FROM TEAM VISIT TO PEMBA

STRENGTHS

- There are youth-focused organizations that reach grassroots level
- There are youth-friendly services to which our youth beneficiaries can be channeled
- There is a strong network of youth activists and peer educators that the project can build on (e.g. Aro Moçambique, Kharibu, and Geração Biz)
- There are some existing life skills and reproductive health training materials (e.g. Geração Biz)
- Database of OVCs in MMAS – starting point for identification of OVCs
- A number of NGOs/CBOs could help us identify OVCs (e.g. SOS, Kharibu, FHI 360/COMCHAS)
- EGPAF is operating in all 17 districts and has good outreach throughout province
- Willingness of the government actors to support our program

WEAKNESSES

- Lack of qualified labor
- Mismatch between supply and demand
- Low organizational capacity overall
- Not much collaboration between different entities, potential for duplication of activities
- Training institutions – small number and poor quality
- INEFP is not an option for technical training provider; very weak capacity, vision and infrastructure
- Collaboration with government entities could slow the process
- Lack of existing key data in Cabo Delgado/Pemba including gaps in MMAS database and labor market surveys (beyond anecdotal)
- Entrepreneurship training and support services for youth very limited

OPPORTUNITIES

- Certain sectors show potential but infrastructure and investment are lagging
- Oil and gas sector is growing exponentially and greatly influencing the local economy, so there are opportunities to take advantage of
- Opportunities beyond tourism (e.g. construction, ancillary services) due to changes in economic landscape, but the scale remains to be determined
- High demand for entry-level, skilled labor force

- Many people mentioned the importance of offering English and ICT training – not just for tourism but also for oil and gas jobs
- IYF could work to strengthen existing life skills curricula (e.g. in the area of job readiness)
- Delivering a comprehensive training program, tailored to labor market needs, would meet the existing demand of employers, thereby reducing their in-house training costs
- Stakeholders expressed a desire for a job placement database/platform/website
- Working with/through existing educational institutions increases likelihood of sustainability
- Existing initiatives for entrepreneurship in the Arts and Crafts sector that we could further explore/build on (e.g. Aga Khan Foundation, CORE)
- Could work with orgs to make their entrepreneurship related services (e.g. First MicroFinance Bank) more “youth friendly”
- There are key people (private and public sector “champions”) who have expressed an interest in working with the project

THREATS

- Oil and gas sector will have multifaceted impact (e.g. HIV/STIs, growing income inequality and higher operating costs, high staff turnover and competition for human resources, importing of food/labor from outside Cabo Delgado, social fabric changing)
- Arco Norte provides an excellent framework, but it is unrealized due to limited investment; larger tourism vision (including employment generation) will likely not be realized
- There is not a culture of customer service in Cabo Delgado
- Perceptions about target group could create additional barriers to entry into private sector and some specific industries
- Poor educational attainment and lack of practical skills of youth
- Many youth do not even complete 5th grade; illiterate – most employers are looking for at least 10th grade
- Lack of curriculum standards
- Poor infrastructure
- Lack of entrepreneurship drive/spirit
- Youths’ access to microfinance is very limited, particularly since they do not have collateral

PRELIMINARY RECOMMENDATIONS

Based on new economic landscape in Pemba since 2009 and team’s data collection/field visit:

- Need to revise project strategy and implications for pilot phase (e.g. expansion of training beyond tourism sector; response to greater needs for remedial education and other critical skills; and more in-depth labor market assessment)
- Critical to adapt and test comprehensive training model
- Pilot phase will test existing limitations (duration, cohort sizes, cycles) and determine capacity building needs of training providers