

# YOUTH:WORK MOZAMBIQUE

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

## Quarterly Performance Report April 1<sup>st</sup> - June 30<sup>th</sup>, 2012

International Youth Foundation  
32 South Street, Suite 500  
Baltimore, MD 21202  
Phone: +1 410 951 1500  
Fax: +1 410 347 1188

July 30, 2012



## Table of Contents

I.	PROGRAM BACKGROUND.....	1
II.	KEY ACTIVITIES/RESULTS FOR THIS QUARTER.....	2
1.	Contracting and Orientation of the In-Country Technical Advisor .....	2
2.	RFP Dissemination, Proposal Receipt and Review .....	3
3.	Initiation of Proposal Development Process .....	5
4.	Labor Market Assessment.....	5
5.	Identification of Existing Curricula .....	6
III.	CHALLENGES.....	7
IV.	KEY ACTIVITIES PLANNED FOR NEXT QUARTER.....	7
V.	SUMMARY OF INDICATORS (M&E Plan).....	8

## **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 April – June 2012, IYF staff focused on the following activities:

### 1. Contracting and Orientation of the In-Country Technical Advisor

IYF reported in the last quarterly report that we were in negotiations with [REDACTED] for the Technical Advisor position. The negotiations took longer than expected due to the following: a) issues related to the cost of health insurance, which [REDACTED] would have to purchase; and b) [REDACTED] required to provide 3.5 weeks notice to his former employer. In early May, [REDACTED] accepted the position and began work on June 4, 2012. IYF is excited to have [REDACTED] on board for this program.

Upon joining IYF, [REDACTED] has been familiarizing himself with the industry and key stakeholders. However, half of the month of June was spent in the U.S. to attend an important IYF conference and receive a complete orientation at IYF.

From June 21 – 23, IYF held its 2012 Global Partner Meeting (GPM) in Washington, DC. This event, held every two years, brings together IYF's partners, donors and collaborating organizations to discuss youth issues, share experiences, and network. More specifically:

- Thursday, June 21 - Day One of the event, called the Thought Leadership Day, was a public conference on youth employability and entrepreneurship and an opportunity to network with and learn from representatives from the public, private, and NGO communities, as well as bilateral and multi-lateral institutions such as USAID, the World Bank and the Inter-American Development Bank (IDB).
- Friday, June 22 - Day Two offered a variety of interactive learning sessions where partners shared their programs and strategies, asked questions of each other and compared experiences on tactics to execute programs that address the issues set forth on day one.
- Saturday, June 23 - Day Three focused on technical workshops for specific programs including *Youth:Work*.

As the issues covered during the three-day event are very relevant and critical to the Y:W Moz program, IYF covered the travel and participation costs of [REDACTED].

His attendance allowed him to be exposed to and learn from successful youth employability and entrepreneurship models piloted and implemented around the world, including in Africa. It was also an excellent opportunity for him to network with a large number of youth focused entities.

In addition, taking advantage of his presence in the U.S., [REDACTED] arrived two days before the GPM to join several other IYF programs on a site visit of Living Classrooms, a well-known and nationally recognized organization in Baltimore that implements employability programs for youth at risk and closely works in vulnerable communities. Following the GPM, [REDACTED] remained in Baltimore from June 25 - 29 for a week-long orientation to learn about IYF's programs, meet with staff and hold working sessions with [REDACTED], the Program Director.

## 2. RFP Dissemination, Proposal Receipt and Review

An open solicitation process was conducted and launched on May 2. IYF advertised and disseminated the RFP by emailing its network of contacts in Mozambique, including the entities and individuals the IYF team met with in February. IYF also posted the RFP on the IYF website and encouraged our contacts to share the RFP with their contacts. The deadline for submitting the required documents was June 1<sup>st</sup>, 2012. Based on the low response, IYF extended the deadline by another week.

Despite widely sharing the RFP and providing a guide to facilitate the development of a concept paper, this process did not yield the expected results in terms of the number and quality of concept papers submitted. IYF received proposals from four organizations: Associação Nacional de Jovens Empresários (ANJE), Instituto Industrial e Comercial de Pemba (IICP), Aldeias de Crianças SOS Moçambique (SOS) and Associação Juvenil Nihvo. None of the proposals received were complete or responsive to the RFP, and none of the organizations provided the required due diligence documents. A brief summary of each proposal is presented below and the full documents submitted are annexed to this report:

**Associação Nacional de Jovens Empresários de Moçambique (ANJE):** The documents included an introduction letter, a 12-page description of ANJE program, the project logframe, 2010 and 2011 budgets for the organization, and the resume of a consultant. As ANJE focuses on entrepreneurship, their proposal does not respond to the RFP which clearly focuses on vocational training. The 12-page description of the organization's projects appears to be their aspirations or overall plan rather than a proposal for IYF. More specifically, it provides an overview of activities related to expansion of the website, fairs, newsletters, a credit program, a youth-in-agriculture program, mentoring and other networking activities. It is also unclear which activities would be part of the Y:W Moz grant, and what might be leveraged. The logframe is the only document targeted to the RFP but is general and does not

describe what they will do exactly. Key components are unaddressed or vague including their approaches and methodologies. The number of participants is very low, with a proposed target of only 42 youth, the time frame is undefined and there is no budget for the project. Furthermore, as an organization that started in November 2009, it does not seem as though ANJE has implemented projects to date, including in Pemba and the rest of Cabo Delgado, although they have some good ideas on engaging youth and mentoring entrepreneurs.

**Instituto Industrial e Comercial de Pemba (IICP):** The documents included a table with basic information on the institution, the training plans for four vocational trainings (Basic Culinary Art, Community Tourist Guide, Reception & Housekeeping and Restaurant & Bar Services), a budget for the project, and leveraged funds, and a separate budget describing what would be done with the Y:W Moz grant specifically. They did not submit a concept paper or document that indicates their proposed strategy for providing comprehensive training. The training plans highlight the different topics covered, the required hours and the assigned instructor. Life skills is included, however the proposed number of hours are well below the recommended time as per the industry standards. Information is also lacking on several key aspects including ICT, remedial education, job readiness, internships and job placement services, and whether the four proposed training areas respond to labor market demand. It is also unclear if the organization has some experience and/or understanding of working with orphans, HIV-infected and other relevant youth. The proposed timeframe is two years, which is much longer than the maximum 14 months stated in the RFP.

**Aldeia de Crianças SOS (SOS):** The documents included a 12-page proposal and a budget. What is being proposed is unclear and not very responsive to the RFP. While references are made to basic education, professional training and raising awareness about HIV/AIDS, it is unclear what they are requesting to be funded through a Y:W Moz project. SOS has experience working with orphans and HIV infected youth and appears to provide good basic education programs. However, based on the information provided, they have very little, if any, experience providing vocational training. Elements that are unclear include the age range of the target group and the numbers of youth to be reached, where the youth will be located (in Pemba or other areas), and whether they are proposing to provide vocational training or are asking to fund scholarships so that a number of youth can attend training at other institutions, including IICP. Based on the information provided, it appears that they will mostly connect with other organizations although potential partnerships are not explained. In addition, the length of the request/proposal is three years, which is much longer than the 14 months noted in the RFP and the budget is beyond the amount provided.

**Associação Juvenil Nihvo:** The proposal documents include an introduction letter, articles of incorporation and a budget. The letter states that while they have received funding from Helvetas since 2009 for their cultural activities, the funds to support their gender and HIV/AIDS activities in 2011 had not been obligated and thus, they are asking for the Y:W Moz project to fund these activities. However, the proposed activities do not respond to the RFP in that no vocational training is included, and there is no information on the target group. However, this organization may be a potential organization to link to, related to raising awareness about HIV/AIDS.

Based on the submissions, the information available, and the requirements of the RFP, the only organization that focuses on vocational training and is a training provider is the IICP and as such, seems the most likely partner. In addition, given SOS's experience working with the Y:W Moz target group, they may be a good organization to involve in the project.

It should be noted that once the program initiates discussions on entrepreneurship as part of the second phase, the Technical Advisor will follow up with ANJE to further assess the feasibility of partnering with or involving them in the program.

### **3. Initiation of Proposal Development Process**

Based on the review conducted, [REDACTED] initiated contact with Instituto Industrial e Comercial de Pemba (IICP) and SOS in order to clarify the proposed plans, conduct further assessments and gather much needed information that were requested in the RFP but not provided. Much of this process, which will take place in July, will also allow the team to make a final determination as to whether to work solely with IICP or possibly include SOS as a second partner. With IICP in particular, [REDACTED] has developed a schedule to work closely with the Director and other staff members. These facilitated discussions will essentially initiate the proposal development phase. This process has been deemed best in order to move forward expeditiously and effectively. It was evident from the RFP submissions that organizations require much needed support, and that a close accompaniment of the development proposal process is critical.

### **4. Labor Market Assessment**

As highlighted in the SWOT analysis shared with USAID on March 1 in Maputo, the economic environment in Cabo Delgado has shifted significantly in the past couple of years with the expansion of the oil and gas sector and the related areas of construction and ancillary services. While tourism remains a key sector, infrastructure and investments are lagging behind as envisioned under Arco Norte. So the program will have to expand its reach in terms of the sectors to target.

IYF's preliminary interviews with the private sector highlighted important aspects including:

- Opportunities beyond tourism (e.g. construction, ancillary services) exist due to changes in economic landscape, but the scale remains to be determined
- There is a mismatch between supply of and demand for qualified labor
- There is a high demand for entry-level, skilled labor force
- There is a demand for workforce in all sectors with English, ICT and life skills
- There is not a culture of customer service in Cabo Delgado

Further labor market assessments need to be conducted in order to better understand these issues as well as the scale and range of employment opportunities available to young people. In this quarter, IYF staff have developed tools based on IYF's best practices for labor market assessments, modifying them to meet time, resources and staff available, in addition to translating them into Portuguese. These tools will be implemented with public and private stakeholders in the next quarter.

## 5. Identification of Existing Curricula

The team has initiated work on the Life Skills by gathering available curricula in Mozambique and in Brazil. These include:

- ***Un Sólo Currículo:*** Developed by CREA, Girls Power Initiative, International Planned Parenthood Federation, International Women's Health Coalition, Mexfam, and Population Council, the curriculum deals mostly with life skills around health and is in Spanish. The eight units included in the curriculum include: (1) Sexual health and well being require human rights; (2) Gender; (3) Sexuality; (4) Interpersonal Relationship; (5) Communications and Decision Making; (6) The Body, Puberty and Reproduction; (7) Reproductive and Sexual Health; and (8) Advocacy for Sexual Health and Gender Equality.
- ***Sistematização da Tecnologia Educacional Do Programa:*** Created by Instituto Aliança in Brazil in partnership with Dominio Digital and IYF, this curriculum is comprehensive and deals with seven large topics. These include: (1) Identity; (2) Integration; (3) Life Project; (4) Communication; (5) Work; (6) Citizenship and Ethics; and (7) Education. The curriculum also comes with extensive guides for the trainers and organization to better prepare them to teach the courses. This is the most comprehensive Portuguese language life skills curriculum IYF has identified to date.

The objective is to assess available curricula in Portuguese, including identifying well developed modules as well as topics or areas that may require more input so that the projects have the necessary tools to work with. IYF expects to identify other curricula. In addition, in July, the team initiated work on identifying material and courses in other key areas including remedial education, HIV/AIDS awareness, English and ICT for inclusion in the projects. More information will be provided in the next report.

### III. CHALLENGES

There were three main challenges during the second quarter:

- Staffing: IYF was only able to bring on [REDACTED] on June 4, 2012. This meant that for the first two months of this quarter, the program was understaffed. With [REDACTED] on board, activities on the ground have accelerated.
- Partner Identification: The open RFP process yielded low responsiveness and poor responses. This further highlighted that the capacity of the local institutions, even to respond to an RFP, needs to be built and has been a barrier to identifying good partners within a short timeframe. Hence, the team has adopted a different process moving forward, and which will require close technical assistance from [REDACTED] in order to develop project strategies with at least one organization.
- Communications: Internet access in Pemba and telephone communications between Pemba and Baltimore have been extremely challenging. In order to improve communications and facilitate conducting business on the ground, [REDACTED] will purchase a modem and cell phone cards. In addition, the lack of office space in Pemba has been an additional difficulty. Both IYF and the Technical Advisor have reached out to their network of contacts to identify available space at an organization, which can be used temporarily, but to no avail. It is hoped that the entity implementing the project will be able to provide a space for [REDACTED] given that he will be closely monitoring the project.

### IV. KEY ACTIVITIES PLANNED FOR NEXT QUARTER

The main activities planned for the third quarter of 2012 will focus on continuing program implementation and program design:

- a. Conduct due diligence review of partner(s) identified.
- b. Conduct labor market assessment.
- c. Accompany and provide technical support to selected organization(s) in developing a proposal.
- d. Assess existing life skills curricula in Mozambique and Brazil and identify the best tools to use in project.
- e. Identify and assess existing programs to use and/or replicate in the areas of remedial education, HIV/AIDS awareness, English and ICT.
- f. Draft a gender strategy for the program.
- g. Finalize the adaptation of the M&E tools.

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)**

The M&E plan was discussed in April with USAID and an updated version shared on April 10<sup>th</sup> with initial concurrence. Certain targets will be agreed upon with USAID once the partners begin implementing.

On July 27, IYF submitted the SAPR12 through Basecamp. As noted in the form, once the training project(s) have youth enrolled, IYF will be reporting on the key indicators and providing updates on the overall M&E process.