

**YOUTH:WORK MOZAMBIQUE**  
Cooperative Agreement N° AID-656-LA-12-00001

**Quarterly Performance Report**  
**January 1<sup>st</sup> – March 31<sup>st</sup>, 2013**

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## Table of Contents

I.	PROGRAM BACKGROUND .....	2
II.	KEY ACTIVITIES/RESULTS FOR THIS QUARTER.....	3
1.	Partner Identification.....	3
2.	UPA Proposal Development, Project Design and Due Diligence Review .....	6
3.	Operational Activities.....	7
4.	Challenges.....	9
5.	KEY ACTIVITIES PLANNED FOR NEXT QUARTER.....	10
6.	SUMMARY OF INDICATORS (M&E Plan).....	10
III.	ANNEX 1: LETTER OF INTENT SUBMISSION ANALYSIS .....	11

## **I. PROGRAM BACKGROUND**

Youth:Work Mozambique (Y:W Moz) 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,<sup>1</sup> 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 under 24 years of age living with HIV and receiving anti-retroviral treatment (ART), and their household members (under the age of 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, the needs of the labor market, be effective and ensure activities 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; developing a training model and linkage services; adapting and integrating curricula; engaging key stakeholders from the private and public sectors; and piloting training activities in select locations.
- **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

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<sup>1</sup> A modification to the Cooperative Agreement is currently pending approval by the Agreement Officer.

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.

While the original focus of the program was vocational training centered on the tourism sector in Cabo Delgado and beginning in Pemba, the activities of the first year demonstrated a need to make a geographic and programmatic change in order to have an effective, wide-reaching livelihood program that best meets the needs of Y:W Mozambique's target population. Activities in the first quarter of project year 2 (2013) will focus on program redesign and identifying new geographic targets.

## II. KEY ACTIVITIES/RESULTS FOR THIS QUARTER

During the period of January-March 2013, IYF staff focused on the following activities:

### 1. Partner Identification

#### *Request for Letters of Intent*

IYF disseminated a Request for Letters of Intent (RLOI) in January with the aim of gathering preliminary information on organizations interested in working under the redesign of the project, as well as documentation regarding their capabilities, geographic focus, and proposed type of intervention. The RLOI was open to all NGOs in Mozambique, and responses were received from many provinces. However, in close consultation with USAID, IYF decided to focus on rapid start up in Maputo province, and then examine the possibilities of expanding into other provinces at a later date.

A first review of LOIs was done in mid-February, at which point a total of 15 responses to the Call for LOIs had been received; seven letters of intent were from organizations that work in Maputo province. Of these seven responses, all LOIs were evaluated and five organizations were visited. Based on our review and on-site visits, only two were potentially viable given issues of scale, substance and cost of the intervention. These include:

- ***Unidos Para Ajudar (UPA)***: A young organization with 6 years of incubation under ESSOR and 2 years of independent operation. They have a two-tiered intervention that provides a package of a 5-day work life orientation (e.g. where/how to look for work, different work/career pathways, resume preparation, etc.). UPA proposed that 1000 youth receive this week-long training, with subsequent access to an employment center where they can get personalized attention for interview practice, resume review, job search, etc. Of the 1000, 500 would receive additional services in one or more of the following: life skills training; entrepreneurship training; job or internship placement; mentoring; and other employability services. Some of the 500 would also receive funding to attend a relevant vocational training program-- this will be leverage and the school fees paid by ESSOR.

- **ARISO:** NGO that works with 200 HIV-infected young inmates in Maputo's central jail and others prison facilities providing vocational training, life skills and rehabilitation so they can reenter the community. USAID indicated its preference not to work in the jails. We thus invited ARISO to submit a follow-up LOI focused on their interventions at the community level and with women (one of their areas of expertise), which was received in March 2013.

Since only one viable candidate was identified in Maputo by the end of February, and there was a consensus between USAID and IYF that the project needed to move forward as quickly as possible, a competitive process was not held beyond the LOI process. UPA was invited to submit a detailed proposal and IYF has provided close technical guidance on proposal development to UPA, described in section 2 below.

IYF continues to review incoming LOIs. A total of 36 LOIs had been received and reviewed as of the end of the quarter. Annex 1 has the table documenting the applicants and the major components of their proposals. In April, IYF will move forward with additional site visits, follow up questions, and invitations for full proposals to solidify a second, and possibly a third, partnership.

### *Quarterly Trips to Maputo*

██████████ and ██████████ traveled to Maputo from January 24-February 17 and February 2-17, respectively. The primary aim of the trip was to assess potential partners for implementation. Utilizing the submissions to the RLOI, IYF prioritized visiting all organizations with viable applications. In addition, IYF met with and evaluated other organizations, suggested by USAID and other partners, in the Maputo area; all were invited to submit a LOI but have not accepted the invitation. These organizations are: Salesian Vocational Training Centers (Matola and Maputo); Rede Came; Wona Sanana; ProServ; Wumunhu Academy; HACI; ESSOR.

Proserv and Wumunhu Academy did, in fact, submit a letter of intent; however, not until after the invitation to UPA was extended. Both applications have been reviewed, are included in the table in Annex 1, and as relevant, will be part of the discussions with USAID about scale up and additional implementing partners.

In addition to meeting with potential partners, IYF met with USAID several times to clarify some pending questions and consult on program direction and findings. Major points of discussion/action items included:

#### Cooperative Agreement

- The revised Program Description (PD) submitted by IYF and the action memo approving geographic location change and PD changes have been approved. The specific language in the PD and the modification are still pending approval by the Agreement Officer.

### Target Population

IYF sought clarification on a number of questions. USAID clarified the following with the Youth:Work Mozambique AOR:

- Target population overall should be 15-24. While the legal working age is 18, the government allows 15-18 year olds to work with special documentation (i.e. proof that the business has an appropriate environment, does not have exploitative conditions, limited working hours, etc.).
- There is not a “quota” or required proportion of representation between our three beneficiary categories – OVCs, HIV-positive youth and those supporting HIV-affected households. However, IYF should aim for approx. 25% in the 18-24 cohort and 75% ages 15 to 18.
- For youth older than 18 years old, beneficiaries will primarily be those on ARTs. To the extent possible, IYF should work with USAID’s clinical partners in Maputo province on this: EGPAF/Ariel, ICAP/CCS, MSF and St Egidio.
- Regarding the definition of who is considered “vulnerable”, the MMAS’ Plan of Action for OVCs provides the definition IYF will follow. We can work in high prevalence provinces (>10%) of Gaza, Sofala, Zambezia, Manica and Maputo, but need to document the clear linkage of how our beneficiaries are HIV affected (e.g. children with a parent in jail do not qualify, while children in high-risk groups for HIV infection do). USAID shared some new assessment tools that have been developed for this purpose.

### *Meetings with FHI 360*

IYF also met with FHI360 for the fourth time to discuss collaboration and beneficiary referrals. FHI360 is working with 39 CBOs plus economic development organizations; IYF mentioned the possibility that some of these organizations could potentially work with us on the provision of life skills to their OVCs and submit a LOI. FHI360 has confirmed, however, that these partners are at full capacity and cannot take on additional responsibility implementing trainings for our program. FHI has committed, however, to refer beneficiaries, help convene groups of relevant youth, and conduct other tasks related to beneficiary identification. At the same time, FHI is interested in receiving referrals of our participants that could benefit from their clinical interventions. Both forms of collaboration are dependent on the programs running in the same communities.

### *Life Skills*

The team revisited and gathered further information on life skills while on travel:

- **Passport to Success® (PTS):** While Mozambique has a myriad of reproductive and general health life skills related curricula, it is lacking strong life skills programs linked to employability. Youth:Work Mozambique will thus implement PTS through approximately 40 lessons (of the total 75), complemented by some

lessons from the Go Students! curriculum.<sup>2</sup> The lessons will be picked by a small committee including IYF staff, Partner Staff, and Youth in April.

- **Go Students!** USAID strongly suggested the use of this curriculum for the reproductive health component of life skills, where it makes sense programmatically. The curriculum is specific to the Mozambican context and is already in Portuguese. It will be important to integrate the curriculum well with the other PTS lessons and harmonize the methodologies.
- **Aflateen:** WonaSanana uses the Aflatoun and Aflateen Child Social and Financial Curriculum. Aflatoun is focused on early childhood and Aflateen on teens. The curriculum is interesting and includes some aspects of financial information/entrepreneurship. WonaSanana is licensed to utilize the curricula, which has been adapted to the Mozambique context and in Portuguese. However, IYF would need to obtain approval from Aflatoun directly to utilize this curriculum. Given IYF's value added through the PTS program, which will contribute to IYF's strategic goals for Mozambique, we are disinclined to use Aflateen.

## 2. UPA Proposal Development, Project Design and Due Diligence Review

Started in 2002 as a project of the French NGO, ESSOR, UPA is a nonprofit, non-governmental organization founded in mid-2010 and legalized in October 2011. With four local CBO partners and a commitment from over 100 companies, UPA fulfills its mission of improving the living conditions of poor communities through education, community mobilization, job placement and professionalization, contributing to positive socio-economic development.

UPA was the most promising potential partner organization identified by February during IYF's partner identification process. IYF continues to work on partner identification, as the Youth:Work Mozambique will work through 2-3 implementing partners. USAID and IYF agreed that, given its many relevant strengths, UPA should be invited to submit a full proposal for quick start up, while other partner identification continues.

After the invitation to UPA to submit a full proposal, IYF has been working closely with them to gather further information/ documentation for compliance with USAID and IYF's due diligence requirements, and to develop a full technical proposal and budget. Much was learned about the partner. Hereafter is a summary of the main issues, findings and conclusions:

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<sup>2</sup> The full curricula can be found at:  
[www.aidstar-one.com/pepfar\\_gender\\_special\\_initiative\\_go\\_girls\\_initiative\\_0](http://www.aidstar-one.com/pepfar_gender_special_initiative_go_girls_initiative_0)

**Table 2: UPA Assessment**

	<b>Strengths</b>	<b>Weaknesses</b>
<b>Capacity</b>	<ul style="list-style-type: none"> <li>-Existing CEFE Entrepreneurship curricula developed under the supervision of ESSOR</li> <li>-Network of over 100 private sector companies willing to collaborate with the program.</li> <li>-Balcões function in the community offering career counseling/planning.</li> <li>-Models and curricula already working.</li> <li>-Strong partnerships with community based organizations (CBOS) that provides access to trainers, classrooms. These partnerships allow youth in disadvantaged communities to access career help without prohibitive costs of transportation.</li> </ul>	<ul style="list-style-type: none"> <li>-No experience targeting our population.</li> <li>-Life Skills training capacity building needed</li> </ul>
<b>Leadership and Staffing</b>	<ul style="list-style-type: none"> <li>-The staff is mostly youth (25-35 years old), highly dedicated with passion about their work.</li> <li>-Staff trained and worked under ESSOR for 6 years.</li> </ul>	<ul style="list-style-type: none"> <li>-Despite technical skills, need significant capacity building on organizational aspects, including proposal development</li> </ul>
<b>Financial Systems</b>	<ul style="list-style-type: none"> <li>-ESSOR oversees UPA’s financial systems and provides significant capacity building.</li> </ul>	<ul style="list-style-type: none"> <li>-Documents and accounting done off-site</li> <li>-Only 1 year functioning as a registered organization.</li> <li>- Neither ESSOR nor UPA have familiarity with USG funding requirements.</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>-Has access to facilities in the communities through 4 strong partnerships with CBOS.</li> <li>-Infrastructure in the communities, allows youth the optimal access to the training.</li> </ul>	<ul style="list-style-type: none"> <li>-Minimal infrastructure actually belongs to UPA.</li> </ul>

Great potential exists for a program with UPA, although there were difficulties in getting a proposal developed long-distance before IYF’s Technical Advisor came on board. As such, an early April trip for [REDACTED] was planned to Maputo. The primary purpose of this trip is to flesh out the program design and activities, provide capacity building assistance to UPA on proposal and budget development, and have a complete proposal for submission to USAID by mid-April.

### **3. Operational Activities**

#### ***Technical Advisor Contracted and On Board***

As reported in the last Quarterly Report, IYF issued a Job Description in December 2012 to find an in-country Technical Advisor, to be based in Maputo. We interviewed four candidates in late January. Of the candidates interviewed, [REDACTED] clearly stood out as the top candidate, having a very strong combination of skill sets. He has more than 20 years’ experience designing, coordinating and managing workforce development and training projects, working with stakeholders from different sectors (particularly government and private sector). In 2012 he earned a Master’s Degree in

Educational Effectiveness and Instructional Design at Groningen University, and was originally trained as a teacher (which will facilitate our training and curriculum work).

During the interviews that were conducted over the phone, Ilidio demonstrated very good knowledge of Mozambique's vocational training structure and major players/institutions, which are all critical aspects of the Youth:Work Mozambique program. Of particular value is his work experience with INEFP (the National Institute of Vocational Training in the Ministry of Labor) and PIREP (the World Bank vocational educational reform project), in addition to work with the ILO. He also demonstrated a very good understanding of the challenges and opportunities in supporting local organizations with low capacity. All of his references highlighted extensive training and experience in vocational and employability training and stated that he was an excellent communicator, great technician and professional.

IYF welcomed [REDACTED] to the Youth:Work Mozambique team on March 15<sup>th</sup>, 2013. The team is now fully staffed, as per the new management plan agreed with USAID.

[REDACTED] will spend time orienting him to IYF policies and methodologies on the April trip.

### *Office Space*

IYF identified a shared office space at CoWork in Maputo and signed a six-month lease, beginning April 1. The office is located at Avenida Paulo Samuel Kankhomba, n° 1063, in Maputo. In addition to being centrally located, the office space comes with access to meeting rooms, internet and utilities includes, 24-hour access, and security. IYF looks forward to working from and inviting partners to this more formal work space.

### *Life Skills*

As mentioned above, PTS is IYF's signature life skills curriculum which equips young people with a range of skills to help them stay in school, find employment, and succeed in life. Youth: Work Mozambique will be utilizing the PTS curriculum to help project beneficiaries build relevant skill sets for employability.

[REDACTED] and [REDACTED] traveled to Zimbabwe for a Training of Trainers (TOT) on PTS the last week in March. [REDACTED] was trained in February in Washington, DC. Now IYF has a cadre of three Portuguese speaking Master Trainers that will guide implementing partners as they move forward with implementation of this important aspect of the program. Training IYF's Portuguese-speaking staff in the curriculum was a crucial step in being able to move this project forward.

## 4. Challenges

### *Staffing*

Due to commitments with his previous position, [REDACTED] was not able to begin work until March 15<sup>th</sup>. [REDACTED] and [REDACTED] conducted trips to Maputo, but the project could have benefitted from a consistent on-the-ground presence. IYF fully expects the work to move even more quickly now that Ilidio can provide day to day on-the-ground assistance to the project

### *UPA Proposal Development*

UPA's Director of Programs was out of the country for most of the month of March. His team had difficulty working effectively on this relatively new task/skill without his leadership. Even with the Director's oversight, consistent and productive work done on the proposal needed considerable guidance to have the quality product with the details IYF desired. Skype and email proved to be a slower process than was desired and it was decided that an in-person proposal development process was needed. [REDACTED] and Ilidio will spend the first two weeks in April working directly with UPA to develop an adequate proposal, finalize IYF's review of the organization, and make a determination of how best to move forward.

### *Partner Identification*

Identifying additional partners for implementation has proved challenging. The IYF team mostly encountered two types of organizations:

- **Start-Up:** Many organizations applied with great ideas, but have yet to formalize their structure, curricula, or staff. With the small budget and short timeframe of this project, there is not time to build up a whole new curriculum, staff up, and essentially help to create the organization.
- **At Capacity:** The other major group included quality programs and organizations that are utilizing their infrastructure, staff and resources at capacity. In order to work with these organizations, new infrastructure and staff would have to be invested in or the organization would have to reprogram their facilities at the end of the current training cycles. Both require time and resources beyond the scope of this project.

Some interesting organizations have surfaced during the letter of intent review. These organizations will be visited and assessed and a way forward will be proposed to USAID. But the low capacity and the pool of quality organizations that could support an effective intervention remains small.

## 5. KEY ACTIVITIES PLANNED FOR NEXT QUARTER

The main activities planned for the first quarter of Year 2 will focus on continuing program implementation and program design:

- Finalize UPA Proposal in mid-April
- Issue agreement to UPA with start date during first half of May
- Meet with additional partners to finalize proposals, issue grants, and begin implementation
- Additional partners initiate pilot implementation
- Conduct a field visit to Maputo in June 2013 with major purposes being:
  - a. Conduct a TOTs for UPA and CBO partners
  - b. Further evaluate other potential stakeholders or entities to collaborate with, specifically FHI360
  - c. Provide assistance needed for project start pp
- Develop and implement capacity building plan for all implementing partners
- Develop leverage strategy
- Hold a project launch event with all implementing partners
- Provide program oversight
- Conduct PTS TOTs and begin PTS implementation
- Assist local partner in rapid labor market review and identification of private sector partners
- Develop Portuguese program name and logo
- Edit marking and branding plan
- Oversee the implementation of the M&E system, including the adaptation of data collection tools, creation of systems, TOTs, and partner coaching.

## 6. SUMMARY OF INDICATORS (M&E Plan)

The M&E plan will be rolled out and information tracked once selected partner(s) begins implementation. On April 22, IYF submitted its 2013 Semi Annual Performance Report through DevResults. As noted in the form, once the training project enrolls youth, IYF will be reporting on the key indicators and providing updates on the overall M&E process.

### III. ANNEX 1: LETTER OF INTENT SUBMISSION ANALYSIS

Organization	Contact / Position	Contact info	Location	Period	Funding Requested	2012 budget	Previous Experience	Beneficiary Group	Intervention Description	Expected Results	Due Diligence	Comments
1. Associação Unidos Para Ajudar - UPA (ONG - UPA)	Coordinated or de programas	[REDACTED]	Maputo Districts: Marracuene, Nhamankulu, Ka Maxakene, Ka Marota e Ka Mubukwane	March 2013- Sept 2014	[REDACTED]	[REDACTED]	<p>Created and incubated In Essor, just completed first year on their own, but 6 years or so with Essor</p> <p>Experience in career counseling, vocational training placement, job and internship training with youth.</p> <p>No experience targeting OVCs and HIV-infected, but have worked with them in an inclusive environment.</p>	700 OVC and HIV-Infected youth in Maputo	Career Counseling, referral to vocational training, direct life skills and enterp training as well as job placement.	<p>700 youth trained in life skills of these:</p> <ul style="list-style-type: none"> <li>- 64 trained in basic ICT;</li> <li>- 120 will access a vocational training program;</li> <li>- 195 will access job placements (120 vocational training plus 75 other);</li> <li>- 100 will receive training in entrepreneurship and small business management that will give them the opportunity to access funds for micro credit;</li> <li>- 340 will receive career counseling services with a minimum of 90 youth placed in a job.</li> </ul>	<p>Registration</p> <p>Financial Statements</p> <p>Board of Directors</p> <p>Articles of Incorporation</p>	<p>Recommended for full proposal</p> <p>Cost per beneficiary: \$143</p> <p>Contributing Leverage of \$110,884</p> <p>ESSOR continues to work on capacity building with them.</p> <p>Works with 100 private sector companies</p> <p>4 CBO partners</p>
2. ARISO - Associação Para Reabilitação e Integração Social	Pres. do Conselho de Direcção [REDACTED] Oficial de Programas	[REDACTED]	Vila sede de Moamba e comunidades dromvidinha e dos Postos Administrativos de Ressano Garcia, Sabié e Passene	March 2013- September 2014	[REDACTED]	[REDACTED]	<p>Vocational Training and rehabilitation</p> <p>HIV prevention</p> <p>Socio-economic empowerment of women and OVCs</p> <p>Managed \$17k of Canadian funds</p>	200 OVCs in Matola	Entrepreneurship and Life Skills training in the sectors of Metalworking and Agro-livestock	<p>A Vocational Training, Skills Development and Employment Generation Center created and operated in the district of Moamba</p> <p>100 OVCs trained in Metal Working.</p> <p>100 OVCs trained to develop Agro-Livestock. activities</p> <p>40 TOOLKIT 's delivered to 200 OVCs divided into small groups of 5 beneficiaries to start productive activities in Locksmiths and Agro-livestock</p>	<p>Explanatory Letter-</p> <p>Audited financial statements</p> <p>Registration Certificate.</p>	<p>Invite for Full Proposal</p> <p>Cost per beneficiary: \$500</p> <p>Gov. granted Infrastructure for professional training (Leverage)</p> <p>Possible problem with wanting to provide "kits" or small equipment and animals to participants)</p>
3. Proserv	[REDACTED]	[REDACTED]	Maputo	Not Specified	[REDACTED]	Not Specified	Tourism and SMME employability skills and management skills development	500 youth in the Matola	Life skills training that will support the entry to paid employment in the formal and informal economies (e.g. Internship programs, mentoring, and training in ICTs). (30 life skill hours, 12 health hours)	500 Trained Youth	Not Included	<p>Cost/ beneficiary: \$201.60</p> <p>Timelines are strange, facilities are unclear. No training space or material costs are included.</p>

Organization	Contact / Position	Contact info	Location	Period	Funding Requested	2012 budget	Previous Experience	Beneficiary Group	Intervention Description	Expected Results	Due Diligence	Comments
									Entrepreneurial & Business skills training. (35 hours) Promote and facilitate civic engagement			
4. Academia de Desenvolvimento Humano e Organizacional Wumashu, Sociedade Unipessoal Lda	Director Executivo		Matola, Maputo Province, Mozambique	April 2013- March 2015			Training of Trainers, capacity building,  Train staff of NGOs, Small and Medium Enterprises (SMEs) and young secondary education in Information and Communication Technologies, Management and Financial Transparency in Mozambique.	19,575 direct beneficiaries and 78,500 indirect	Train groups of trainers, requiring that each implement a training to certain groups of people	405 Trainers Trained, reaching 1020 youth in entrepreneurship 1020 in ICT 3000 in citizenship 14555 in Life Skills	Not included	Cost per Beneficiary is \$16.35  Proposal has not direct beneficiaries that meet program requirements.  Unrealistic targets.
5. Associação Jovem para Jovens (AJJJ)	Director Executivo		Matola	March 2013- September 2014			Health and life skills projects with JHU, Medicos del Mundo, and FHI360  Implementor of Geração Biz	3000 youth, age 17-24 from Matola, orphans of HIV / AIDS affected	3 training centers with life skills mentoring and career counseling  Referrals to established training programs  Development: Installation of an Industrial park.	2400 training in HIV/Life Skills  200 vocationally trained  Creation of Industrial Park to employ youth and provide Internships  Civic engagement projects	USAID experience under FHI  Never managed this amount of money requested  Budget includes rent, equipment and salary subsidies	Cost per beneficiary: \$500.00 Visit demonstrated no capacity or infrastructure. They could receive a fee for service to provide Geração Biz or health related training.
6. FUNDAÇÃO ENCONTRO		<a href="http://www.fundacaoencontre.org">www.fundacaoencontre.org</a>	Boane and Neamecha Maputo	March 2013- Sept 2014			10 year program with Spanish Cooperation, Included short-term vocational training Accredited Institution by MoE	165 students	Vocational training through technical level modules (6-9 months) and professional (2 years)	Not Specified	Not included	Cost/beneficiary: \$900 Offering \$100k cost share Not focused on our target group. Seeking funding for ongoing interventions.
7. Visão Juvenil Mocambique			Maputo	April 2013- April 2014			General statement declaring experience with	1000 youth, 100 from each of the 10 districts	Vocational training in electricity, metalworking,	Not Specified	4 letters of recognition for different government	Cost per beneficiary: \$260

Organization	Contact / Position	Contact info	Location	Period	Funding Requested	2012 budget	Previous Experience	Beneficiary Group	Intervention Description	Expected Results	Due Diligence	Comments
		Cell: E-mail:					OVD, no specifics	(Kanhaka, Kamavota, Kamubukwene, Katenbe, Mamacuene, Manhica, Matola, Boane, Namaacha e Moamba)	plumbing, sewing, cooking, artworks, computer repair and networking, civil construction, climate control, entrepreneurship		bodies.	No clear results or strategy outlined. Simply says will engage in vocational training
8. KUTENGA	Presidente do Conselho de Direcção		Maputo, Matola e Xai-Xai	March 2013-September 2014			Founded in 1997 Training of over 180 youth from 2012-2012 in collaboration with UPA, coordinated by the Ministry of labor and Esor. 61% found jobs, 21% in self-employment activities	955 vulnerable youth Micoqueine A, Rua Lisboa Metavele (Sede) Delegação de Prov. de Maputo (Posto Admin. de Infulene) Delegação da Província de Gaza ( Vila de Mepal)	Diabetes lectures, round tables, civics around sanitation and Sexual Reproductive Health Referrals to established training programs. Career Counseling Center, Placement In Jobs and Internships	75% of youth trained access employment 640 youth trained in life skills and ICT • 955 teenagers and young people with skills on the importance of entrepreneurship / self-employment	Not included	Cost/ beneficiary: \$251.25 Experience with Esor and Pathfinder Possibly good to partner with if Prosperity trains, Kutenga can do placement and follow up.
9. Associação Nacional de Rapariga	"Gestor de Projectos"		Maputo: Kamplumo, Kamavota, Kamubukwene e Nhamaculo	April 2013- April 2015			political participation, advocacy, and youth debates, no employability	270 youth in Boane, Namacha, and Maputo	Political Participation and Leadership	270 youth trained on political participation Girls Parliament Created		Not relevant
10. Associação dos Defensores do Direitos da Criança	Coord. de Organização		Juvenil Detention Centers in Boane and Nohavele Women's Jail Matola Maputo	April 2013- April 2014			Not Specified	150 youth (50 girls)	Life Skills and Reintegration into the community	Not Specified	Not Included	Cost/ beneficiary: \$1000 High costs, and no strategy. Not recommended
11. Associação Sociedade Aberta	Presidente do Conselho de Direcção		Matola – Posto Administrativo de Infulene, Namaacha-Vila sede e Mamacuene – Macaneta	April 15, 2013- September 15, 2014		Not Specified	Not Specified	300 youth (18-29 years) 50% women in Matola, Mamacuene and Boane	Entrepreneurial training and business management from the perspective of youth empowerment. Support the implementation of Income Generation Projects	300 Youth, will have the skills necessary to create and manage a business. 50 group enterprises financed including the 300 young people in generating jobs and income. Youth acquire conceptual knowledge about the local economy and effectively interact with it.	Not Included	Cost per Beneficiary: \$6000 Did not follow budget amounts indicated. Interesting ideas, not highly elaborated.

Organization	Contact / Position	Contact info	Location	Period	Funding Requested	2012 budget	Previous experience	Beneficiary group	Intervention description	Expected results	Due diligence	Comments
12. Centro de Estudos e Promoção de Cidadania, Direitos Humanos e Meio Ambiente (CODD), em parceria com a Fundação Enterprise Mozambique (FEM)	CODD: [REDACTED] Executivo – CEO; FEM: [REDACTED] Director Executivo – CEO	CODD: Av. [REDACTED]	10 districts of Maputo City	May 2013- July 2014	[REDACTED]	[REDACTED]	Not included	150 youth, 50% women	Entrepreneurship training with life skills and health components. Assistance with business plan.	150 graduated youth with entrepreneurship competencies 300 jobs created for youth in these new businesses. Some new cooperatives formed from the 150 youth.	Has never had audited financial statements, plans to for 2013	Cost per beneficiary: \$ 2586 High costs, more definition needed on strategy. Recommended to meet with FEM, and assess their capacities for entrep. training without partnership.
13. Associação de Estudantes Refugiados em Moçambique (AEREMO)	[REDACTED]	[REDACTED]	Maputo and Nampula	18-24 months with start up dependent upon proposal approval.	[REDACTED]	[REDACTED]	trained 250 youth in cooking and sewing  Trained 200 youth in HIV Prevention	350-400 Refugee Youth	(1) Short Term Training, (2) Entrepreneurship, (3) civic action and (4) professional skills.	1) Promote the integration of young Mozambicans in labor market, (2) Prepare young people for entrepreneurship and (3) Promote civic culture within business organizations.	Articles of Incorporation	Cost per beneficiary: \$375-428
14. AMURANE TRAINING AND CAPACITING	[REDACTED] Administrat or	[REDACTED]	Office in Nampula, but not proposed location.	Not included	Not included	Not included	Not included	Entrepreneurs, Potential or Actual	Train public sector technicians in Planning, Budgeting, Implementation, and M&E  Empowering entrepreneurs of micro and small businesses and potential entrepreneurs in the use of information for making business decisions.		Private Company, Sent Gov Registration only.	Insufficient information.
15. ODPA-ODES- Associação para o Desenvolvimento Sustentível	[REDACTED]	[REDACTED]	Necala e Vilha e Necala Porto (Nampula)	April 2013- March 2015	[REDACTED]	[REDACTED]	Experience in nonculture business development with components in HIV training and life skills  Partnership with DPA and GoM in income diversification and self-	700 Associated Members (not clear is they meet our target population criteria)	Agricultural entrepreneurship intervention training in the production of vegetables, value chains, business plans and market linkages building entrepreneurial and self-employment skills.	Strengthened capacity of informal management and operation of the 20 youth associations  Groups of young women leading income generating activities.  Trade relations between associations and private sector s	.	Cost per beneficiary: \$500  Requesting cars and motorcycles, unallowable. Seems they have strong Ag work,

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							employment. Euros 1,060,000 EU Partnership to increase income of 1750 small and medium agricultural producers		Skills building in business planning including what, when and how to produce their product.	consolidated, signing future contracts. SMEs of Youth producers created		that we could build on with entrep.skills. European Funding as leverage
16. Unidade de Assistência Técnica de Alfabetização Funcional - UATAF			Nampula City	May 2013- September 2014			5 provinces, totaling 28 districts.  Assisted 67,752 producers in associations, Trained 1989 facilitators in three levels of adult education.	400 youth 17-24, 30% women	Employability Skills  Job, Internship and training placement  Training, tracking and coaching of young entrepreneurs.	400 trained disadvantaged youth 30% women  Placement partnership established  Youth Business plans prepared	International Donor experience, not USAID.	Cost/beneficiary: \$951.30 Possibly available in other areas (work in 5 provinces) Unclear what professional skills means (employability or vocational trng)
17. Associação kuvumbana-Kal-Xai (AK)			Xai-Xai	Feb 20, 2013- Feb 20 2014			Kuvumbana in partnership with DSI, has been developing training activities of youth living with HIV and AIDS in the area of entrepreneurship and small business management.	2000 UNCL and HIV-Infected Youth	Provide effective "life skills" to build skills in young people in search of employment, self-employment, performance skills, the social capital and personal esteem.  Skill building in small business management, entrepreneurship, secretary work, electricity, and locksmithing.	Not included	Not included	Cost/beneficiary: \$175  Have lots of partnership with international donors, including Elizabeth Glezer, US embassy, etc. Mostly in health work, however.
18. Associação Nova Vida (NV)			Xai-Xai, Manjacaze e Bilene	Feb 11 2013- Feb 11 2014			Gerapico Biz Implementor, worked with Pathfinder.	2500 HIV Infected Youth	Training of 2,500 youth infected or affected by HIV and AIDS in different areas such as executive secretariat, electricity, locksmith, accounting, information technology and carpentry.  Self-employment and entrepreneurship development	80% of those trained employed or create own business		Cost per beneficiary: \$112 Currently sending their trainers through SME and entrepreneurship training provided by INEPP and Provincial Directorate of Youth and Sport Have own facilities/trainers

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19. ADC Associação de fomento para o Desenvolvimento Comunitário			Sofala	May 2013-September 2014			Programa Fome o Futuro Mozambique, April 2010- July 2011 skill building around employability for OVC-PEPFAR funded	132 youth	Unclear Description	Not Included	Not Included	Insufficient information
20. Associação Educação e Gestão dos Recursos Naturais de Canhandula	Project Coordinator		Beira, Sofala	April 2013-October 2014			Worked with 4 donors, 3 local, and Essor. Interventions not listed	600 poor families/individuals in Beira	Vocational Training Internships Self-Employment /Entrepreneurship	Not Included	Not Included	Essor model of referring to vocational trg. Not clear exactly what the org would do. Asking for almost full grant budget amount, but has only managed \$17k
21. Associação Sementes das Artes	Coordinated or		Beira, Sofala	July 2013- July 2014			18 months of training in the areas of sewing, computers, horticulture and fine arts. (less than \$5k budget)	250 youth	Training in: Agro Processing, Health and safety at work, sound, technical, customs, Computing, Montage Video and Multi-media	Not Included	Not Included	Incomplete proposal, org seems to have managed very little funds.
22. OREBACOM (Associação Organização de Reabilitação Baseada na Comunidade de Macurungo em Moçambique)			Beira, Sofala	Not Included	Not included	Not included	Not included	Not included	Not included	Not Included	Organization Articles of Incorporation Proof of registration with government	This organization submit an open letter asking for funds for their general mission. they do not have a specific project, results or even target group defined.
23. Associação de Ajuda Cristã- AAC / Christian Aid Association			Vila de Inhames (Distrito de Cheringoma) and Beira,	18 months, not defined when they could start.			4 areas: Religious Ministry, Education, Social and Health Programming, and Economic Development (focused on	600 Disadvantaged youth in Cheringoma District and the City of Beira	Vocational training in carpentry and sewing. Financing of other vocational training programs. Carpentry program up and running.	300 Youth trained in carpentry and organized in an association. 200 youth given scholarships to Young Africa training.	Not Included	Cost/Beneficiary: \$557 Gender roles reinforcement in sewing and

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			Sofala				Agj.		proposed to establish sewing program.	100 youth (mostly women) trained in sewing.		carpentry. Asking three times their current budget.
24. AUXÍLIO SEM FRONTEIRAS - ASF-MOÇ.			Beira, Sofala	January 2014- December 2016			Currently implementing Programa Pura o Futuro with FHI 360 working with 152 OVCs (15-17)	100 Youth age 17-24	Life Skills Training, and building up of local partners.	100 youth trained, 4 new life skills trainers functioning out of CBOs	Registration with Government Articles of Incorporation	Cost Per Beneficiary: \$4500 Not focused on hard skills to youth. Very high costs.
25. KUGARISSICA				1 year, dates undefined		Not included	Not included	100 youth	General economic opportunities training with the provision of undefined kits.	Not included	Not included	Unclear proposal. Not clear on what they have done in the past or what they propose to do.  Two budget numbers, unclear Cost per Beneficiary.
26. Amparo Mozambique	Licão XAVIER Presidente de ONG AMPARO			May 2013- May 2015			Early childhood Education and Remedial Education for adolescents; Vocational Training Placement and Job Placement; Health and Sanitation Awareness; Institutional support to CBOs; Life Skills Training  Over 1500 youth served in these capacities	600 youth between 17 - 24 years (50% female)	Entrepreneurship in manufacturing and Services  Life skills	400 unemployed youth have access to guidance regarding training and employability.; 400 youth have access to the work through a job or self-employment; 200 Youth receive life skills training; 3 career centers Mananga, Chota and Chipangara are reopened and provide career guidance	This is the first year managing funds directly and they will manage 187500 Euros. No other due diligence documents included	Cost Per Beneficiary: \$650 ESSOR will provide assistance and costshare. Not clear that they have any real curriculum. Need to verify what the "creation" of centers means.
27. ASSOCIAÇÃO COMUSANAS	Marie de Lurdes Mboane Executive Director	Phone +258 23 41 00 52 Mobile +258 82 51 659 25 Fax +258 23 41 00 52	Chibabene, Gorongosa Sofala	May 1, 2013 September 30, 2014			Experience with USAID money, and lot of International NGOs and Government  Health and COV	200 youth 20 local art teachers 8 communities	Vocational Training in carpentry, tin, basketry, sewing, crafts, computer science, business management and entrepreneurship, among	200 adolescents trained in art, crafts and trades;  At least 50% of young people trained are employed / self-employed;	Registration with Government Financial Statements, Articles of Incorporation	Cost Per Beneficiary: \$1000 Costs are high, but might go down if seed

Organization	Contact / Position	Contact info	Location	Period	Funding Requested	2012 budget	Previous experience	Beneficiary group	Intervention Description	Expected outputs	Due diligence	Comments
							experience. Some livelihood experience, but less than health experience.		others. Courses in arts and crafts, computer science, business management and entrepreneurship Business support (legal processes, etc) Graduates get a kit that has tools needed for their industry and some seed money and select youth will get further entrepreneurship training (focus on girls). Themes of illiteracy, discrimination based on gender, and GBV will be incorporated into life skills.	At least 50% trainees are female Number of companies that are in the informal sector become formalized; 6 entrepreneur youth clubs created and functional in selected locations;		capital for entrepreneurs is removed and if we explain programming we are looking for. Excellent proposal, will put together.
28. AMACO-ASSOCIAÇÃO MOÇAMBICANA DE APOIO A COMUNIDADE			Beira, Sofala	August 2013- August 2014			Vocational Training in Locksmithing	60 youth	Not included	Not included	Articles of Incorporation	Cost/Beneficiary: \$1640 No intervention described. High cost per beneficiary
29. Girl Child Rights			Chimoio city	April 2013 to April 2014			Career Guidance and Research on the State of Youth	100 females and 150 males over 12 months.	Entrepreneurship training, job shadowing, internships and life skills	Not included	Not included	Not good for YW, but maybe for YM  Very vague, needs site visit and elaborated letter of intent.
30. ASSOCIACAO CRISTA INTERDENOMINACIONAL PARA O DESENVOLVIMENTO DA COMUNIDADE (ACIDECO)			Districto de Manhica (posto Administrativo Manhica sede e Posto Administrativo S de Fevereiro e Xinevane )	August 2013- August 2015			FHI partner  Vocational training for 20 OVCs under World Relief	1300 youth trained in Life Skills 100 trained in civil electricity 80 trained in ICT 80 trained as Bakers 2060 Total Beneficiary	Life Skills Vocational Training in Civil Electricity, ICTs, Baking,	Not included	Not included	Cost per Beneficiary: \$157  Recommended for Review if Province Prioritized.

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31. Associação Rádio Infantil Alto Molócue ARIAM			Alto Molócue Zambézia	April 1, 2013- March 31, 2014			Working with Children since 2005 with traveling libraries, food collection for OVCs, and theater work.	120 Youth	Intensive English Class, run quarterly and resulting in certificates  Training in concepts of computer, sewing, life skills and of the preparation of sustainable projects in the short term (entrep.).	English Language Center and Computer Center Established and Functioning  100% of youth enrolled complete the training; 90% of young graduates with livelihoods more secure; 80% of graduates return to school	N Not Included	Cost/Beneficiary: \$2581  High-costs, but data shows good results.  Recommended for review
32. Caritas Paroquial - Milange			Zambézia Province, District of Milange, communities of Chitambo, Vulalo and Tengua.	Not Specified			Not Specified	180 migrant and repatriated women and their families in the age range of 20 to 45 years of age of communities of Chitambo, Vulalo and Tengua.	Legal assistance, social integration, and microcredit interventions	At least 95% of 180 women returned and immigrants and their families have been trained with knowledge in matters of legal protection, legal assistance social integration, GBV, are empowered and use this knowledge to demand their rights Incomes Improved	Nothing Included	Not relevant to target population of Youth: Work Mozambique. Beneficiary numbers unclear, but given budget, likely very small project.
33. Associação de Jovens Para Evangelização em Melodias (AJOPEM)	Gestor de Projectos		Distrito de Guruké, Província de Zambézia em Moçambique	April 25, 2013-April 25, 2015			PEPFAI funding training of various types, including association/cooperative development, cultural trainings, life skills, etc.	490	Integrating children and young adolescents in productive and professional activities through skill building; Strengthen local authorities and beneficiary communities on child protection, health, nutrition and HIV / AIDS; Empowering the beneficiary community risk management to reduce vulnerability	Widespread change of position of vulnerability to which some children and their closest relatives live. Significant reduction in illiteracy rates and increased community protection; Reduction in the absence of professionalism and related unemployment;	Not Included	Cost per Beneficiary: \$367  No clear intervention, broad statements about training (of what kind?).
34. AJONADER- Associação Jovens de Namarrói para Desenvolvimento Rural			Namarrói, Zambézia	Not included	Not included	Not included	The AJONADERII promotes local development through empowerment of adolescents and youth in need . On the job training in several vocations.	Vulnerable youth	Increase the number of youth they are working with. Nothing specific. Sound mostly like HIV prevention	Not included	Not Included	No organizational history, no clear proposal. Most points of the proposal missing.
35. DIOCESE OF TETE SECRETARIAT OF PASTORAL ACTION Caritas			Distrito de Mubereke In Tete	3 years un defined	Not included	Not included	Not included	Youth in towns where there are not schools or training programs. Youth interested in Construction (masons), Carpentry,	Ensure professional courses are made available to 300 youth: 75 in Carpentry, 75 in Metalworking, 50 in Masonry, 100 in sewing* Provide kits to start working	Not included	Not included	It is not clear if they will provide the training, or only refer students.

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	Projectos							Metalworking, and Sewing	Incentivize cooperative development among the trained youth.			Target area has no schools.
36.Agencia de Desenvolvimento e Empreendedorismo, LDA	Not Included	Not Included	Not Included	Not Included	Not Included	Not Included	Not Included	Young entrepreneurs, students, unemployed youths and graduates, managers of the formal and informal educational institution, training center and library.	Contribute to literacy training and tools related entrepreneurship and pursuit of research opportunities	Manual created with information on qualitative and quantitative data related to entrepreneurship, guidance and training;  Mapping of vocational training institutions and Higher Education Institutions and Universities Information and data on financial institutions and taxation.	Not Included	Seems to be a tool creation proposal and does not have most of the pieces asked for including budget and contact information