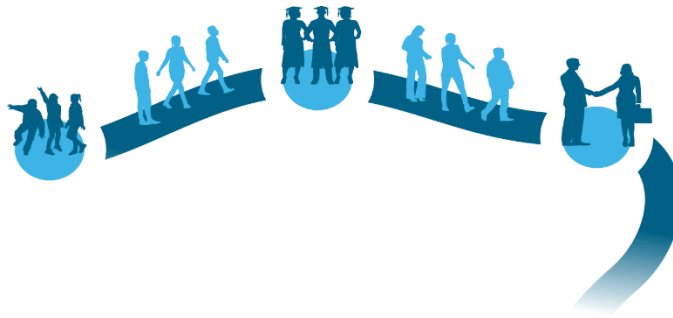


# USAID/LAC/RSD Regional Workforce Development Program

## FHI 360

Cooperative Agreement No. AID-OAA-A-15-00076



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## Quarterly Report 2

January 1 – March 31, 2016

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## List of Acronyms

AWP	Annual Work Plan
CASS	Cooperative Association of States for Scholarships
COP	Chief of Party
DFA	Director of Finance and Administration
HQ	Headquarters
HR	Human Resources
IBB	International Book Bank
ILA	Institutional Landscaping Analysis
IR	Intermediate Result
IRB	Institutional Review Board
J&A	Juarez & Associates, Inc.
LAC	Latin America and the Caribbean
LMA	Labor Market Assessment
M&E	Monitoring & Evaluation
RSD	Office of Regional Sustainable Development
RWFD	Regional Workforce Development Program
SBAC	Study of Barriers to Access and Completion
SEED	Scholarships for Education and Economic Development
USAID	U.S. Agency for International Development

## I. INTRODUCTION

This quarterly report describes the accomplishments made from January 1 to March 31, 2016 for the LAC Regional Workforce Development Program (henceforth referred to as RWDP or the Program). During this period, the Program continued to implement various start-up activities, including hiring staff; holding kick-off meetings in Washington, DC; establishing country offices; developing and submitting work plans; developing a project summary; and initiating contact with stakeholders. The Program also initiated some technical activities, including its first crosscutting assessment - a labor market assessment - in Honduras, as well as planning activities for Results 1 and 2. The Program focused its efforts in Honduras and Guatemala this quarter.

The sections below describe the activities and accomplishments in more detail and outline next steps and upcoming activities for the third quarter of Year 1. The activities described correspond directly with the activities outlined in the draft Initial Annual Work Plan (AWP). It is important to note that the report only references those activities that the Program made progress on this quarter.

## II. ACTIVITIES AND ACCOMPLISHMENTS

### Start-Up and Administrative Activities

#### Activity 1: Hire key personnel and local staff

The Program hired two key personnel – Antonieta Harwood (Honduras Country Program Director) and Ana de Molina (Guatemala Country Program Director) – as well as Juan Carlos Rodriguez (Regional Monitoring and Evaluation (M&E) Manager). Ms. Harwood and Mr. Rodriguez relocated to Honduras in February 2016 and initiated the process to obtain residence and work permits.

The Program continued recruitment efforts for the key personnel positions of Jamaica Country Program Director and the Director of Finance and Administration (DFA). After conducting several interviews for the Jamaica Country Program Director position, the Program determined a final roster of three top candidates and expects to offer the position to one of these candidates in the next quarter. Similarly, the Program interviewed several candidates for the DFA position and plans to make a final offer in the third quarter.

In regards to local positions, the core team (Chief of Party (COP) Alejandro Paredes, Ms. Harwood, Ms. Molina, and Mr. Rodriguez) developed job descriptions for the local positions of administrative and human resources (HR) coordinator, finance and grants officer, and technical education specialist. At the end of quarter, the Honduras office began recruiting for all three positions, and the Guatemala office initiated the recruitment process for the administrative and HR coordinator.

As part of establishing a contractual mechanism with main partner Juárez & Associates (J&A) (see Activity 6 below), the Program developed draft job descriptions for two other local positions for all three countries – the community outreach and communications specialist and the private sector engagement specialist.

## **Activity 2: Hold initial meetings with USAID/LAC and key FHI 360 stakeholders, including kick-off event**

The Program's core team traveled to Washington, DC, between January 18-29, 2016, to participate in Program kick-off activities. During their stay, the team participated in orientation meetings with technical and operations teams at FHI 360, attended technical meetings with USAID/LAC to discuss the scope and objectives of the Program, and participated in video-teleconferences with the USAID missions in Honduras, Guatemala and Jamaica to introduce the Program.

## **Activity 3: Establish country offices and local operations**

FHI 360 already has operations in Honduras and Guatemala with two USAID-funded health projects (LINKAGES in Honduras and FANTA in Guatemala). In each country, the Program is committed to building on the existing operations of these FHI 360 projects to promote efficiency of resources.

FHI 360 is registered in Honduras and Guatemala and is in the process of finalizing its organizational registration and operations permits in Jamaica. This quarter, the Program began adapting the FHI 360 local operations manuals available in Honduras and Guatemala and is in the process of finalizing procedures and systems for finance, procurement, accounting, banking, and HR in both countries. FHI 360 local teams in Honduras (LINKAGES) and Guatemala (FANTA) supported the RWDP start-up efforts this quarter.

The Program made progress in establishing office space in Honduras by moving into an office in Tegucigalpa shared with the LINKAGES project (and used previously by several other USAID partner implementing organizations). In Guatemala, the Program found its own office space within Edificio Murano Center, which is the same building that houses the FHI 360 FANTA project office in Guatemala City. The offices in both Honduras and Guatemala provide a secure setting and convenient location in accordance with USAID/mission standards for each country.

In preparation for upcoming crosscutting assessment activities, the COP and M&E manager completed training to meet Institutional Review Board (IRB) requirements for research activities involving minors (youth). This certification ensures compliance with FHI 360's research policies.

## **Activity 4: Develop and submit work plans and M&E plan**

The core team, in collaboration with the headquarters (HQ) team, developed and submitted first drafts of the Initial AWP, the Life of Agreement Strategic Plan, and the M&E Plan to USAID/LAC on March 8, 2016. As part of the planning process, the core team held an in-person work planning session in Tegucigalpa (February 22-26, 2016). The Program solicited input from partner organizations (J&A), local stakeholders, and FHI 360 technical experts in the design of these plans. The Program's priority for this first work plan submission was the AWP since it outlines the work for the current year.

USAID/LAC provided feedback on the AWP at the end of the quarter, and the Program team began developing a second draft of the AWP based on the feedback received.

### **Activity 5: Develop Program communications plan, project summary, and other relevant materials**

The Program developed a project summary (approved by USAID/LAC) and released it in February 2016 to announce the launch of LAC RWDP.

### **Activity 6: Initiate contact with USAID missions, local stakeholders, and partner organizations**

In Honduras, the Program held its first official meeting with the USAID/Honduras mission's point of contact, Ana Rubí, on March 3, 2016. In this meeting, the Program team explained RWDP's key objectives, activities, and expected results. Alejandro Paredes, Antonieta Harwood, and Juan Carlos Rodriguez met with Ana Rubí in person, while Ana Flórez, Jim Hahn, and Michael Lisman participated via phone conference from Washington, DC.

The Honduras team also held meetings with representatives from several local organizations, including four technical institutions – Instituto Politécnico Centroamericano (IPC), Universidad Nacional Autónoma de Honduras (UNAH), Instituto Hondureño de Ciencia, Tecnología e Innovación (IHCIETI), and Instituto Nacional de Formación Profesional (INFOP). These meetings helped the Program to better understand the national context surrounding technical education in Honduras and to begin exploring potential partnerships with these institutions. The Program also met with Dr. Ramón Salgado and his team at the *Dirección de Educación Superior* to learn more about the *Reglamento del Sistema de Educación Técnica Y Tecnológica en el Nivel de Educación Superior de Honduras*, which is a new regulation slated to be passed in the next quarter. Dr. Salgado expressed his desire for the Program to work in collaboration with this new regulation and in alignment with the country's vision for technical tertiary education.

As described above, the Program focused its outreach efforts in Honduras this quarter and plans to initiate contact with more stakeholders in Guatemala in quarter 3.

Finally, this quarter the Program signed a letter of authorization with J&A to allow them to work with FHI 360 on developing the Program work plans and to begin developing a scope of work for their eventual contract with the Program.

## **Crosscutting Assessments**

### **Activity 1: Labor Market Assessment**

In March, the Program initiated Phase 1 of the Labor Market Assessment (LMA) in Honduras. The Program hired consultant Oscar Orellana as a local specialist to lead the LMA data collection process in Honduras in close collaboration with the FHI 360 team.

In this quarter, the team in Honduras (in cooperation with Ms. Molina in Guatemala) analyzed information from secondary data sources to better understand the overall economic context and employment trends in Honduras, identify private sector demands, and begin identifying potential growth sectors. The team drew upon data from the Honduras Central Bank, the Instituto Nacional de Estadística, the World Bank, the Inter-American Development Bank, McKinsey and Company, and other organizations/databases.

## **Result 1 Activities**

### **Result 1: Students in target academic units demonstrating market relevant skills increased**

#### ***IR 1.3 Labor market bridging enhanced***

##### **Activity 3: Pilot on-demand career service offerings, focusing on books and online courses for specific content and soft skills**

The Program initiated plans with the International Book Bank (IBB) to donate two containers of new, subject-specific books to Honduran technical institutions in order to strengthen their learning centers. The Program team in Honduras met with and obtained a letter of support from the USAID/Honduras mission. The team also met with representatives from four potential beneficiary technical institutions: UNAH, IPC, Universidad Tecnológica de Centroamerica (UNITEC), and INFOP. Each institution submitted a letter to the Program expressing interest in receiving a portion of the donated books. Based on conversations with these institutions, Program staff pre-selected up to 30,000 books to be donated.

The Program also held initial meetings with representatives from ALISON, an e-learning provider, to discuss options for creating online coursework in Spanish to be rolled out in Honduras, focusing on relevant content for students enrolled in technical education programs.

## **Result 2 Activities**

### **Result 2: Equitable access for marginalized and disadvantaged individuals to target fields increased.**

#### ***IR 2.2 Scholarships***

##### **Activity 1: Engage with Georgetown University to learn from best practices of the CASS and SEED scholarship programs**

As part of the discussion with USAID/LAC on the work plans, it was determined that the Program would benefit from meeting with representatives from Georgetown University to learn about the CASS and SEED scholarship programs. In March, the HQ team met with two representatives from Georgetown University to begin understanding successful elements of CASS and SEED. This meeting, facilitated by USAID/LAC, was the first of many meetings with Georgetown.

## **III. NEXT STEPS**

During the third quarter of Year 1 (April-June 2016), the Program plans to conduct the following activities.

### **Start-Up and Administrative Activities**

**Hire staff:** The Program will hire the key personnel positions of Jamaica Country Program Director and DFA. The Program also will continue the process of hiring local staff in Honduras and Guatemala and expects to have hired candidates for the positions of administrative and HR coordinator, finance and grants officer, and technical education specialist in Honduras and Guatemala.

**Establish country offices and local operations:** The Program will continue to equip offices in both Honduras and Guatemala with supplies and materials. In Jamaica, the Program expects to complete the FHI 360 registration process and to begin establishing office operations. The Program also expects to finalize operations manuals in Honduras and Guatemala and to begin this process in Jamaica.

**Finalize work plans:** The Program will respond to USAID feedback on the plans submitted in quarter 2 and will submit revised drafts of the AWP, Life of Agreement Strategic Plan, and the M&E Plan to USAID/LAC for approval.

**Continue communications efforts:** The Program, in coordination with USAID/LAC, will prepare a fact sheet and introductory PowerPoint presentation to use when introducing the Program to stakeholders. The Program will also begin developing its communications plan in coordination with USAID/LAC once work plans have been approved.

**Meet with USAID missions, local stakeholders, and partner organizations:** COP Alejandro Paredes, Project Director Ana Flórez, and AOR Michael Lisman will travel to Honduras and Guatemala to meet with representatives from the USAID missions in both countries, along with key personnel from each country.

Program staff in Honduras and Guatemala will meet with local stakeholders to introduce the Program and to prepare for the implementation of crosscutting assessments.

The Program will also work with partner J&A to finalize a scope of work and contract for the first year of the Program.

## **Crosscutting Assessments**

**Continue Labor Market Assessment:** In Honduras, the Program will complete Phases 1 and 2 and begin Phase 3 of the LMA. Specific work will include finalizing the review of secondary data sources, selecting broad economic growth sectors, meeting with FHI 360 workforce experts (Alec Hansen and Lara Goldmark) in Honduras to finalize the Phase 1 analysis, developing and validating data collection tools, hiring and working with local consultants to conduct interviews and focus groups with stakeholders within identified economic sectors, and conducting value chain and skills demand analyses based on interview results. By the end of the quarter, the team will begin analyzing all data and developing a draft of the LMA report for Honduras.

In Guatemala, the Program will initiate Phase 1 of the LMA, including hiring a consultant to serve as the local LMA specialist, conducting research using secondary sources, identifying preliminary broad economic sectors, and designing and validating data collection tools for interviews and focus groups.

**Begin Institutional Landscaping Analysis (ILA) and Study of Barriers to Access and Completion (SBAC):** The Program will initiate the ILA and SBAC, beginning first in Honduras and later in Guatemala. The Program will hire consultant(s) to assist with both studies, and will engage J&A on the SBAC, as well.



## **Result 1 Activities**

**Continue book donation and online course initiative:** The Program will formalize its partnership with IBB and will finalize arrangements to ship two containers of new English books to Honduras. The Program will work with partner ALISON to develop a scope of work and plan for developing online course options in Spanish to compliment technical education programs.

## **Result 2 Activities**

**Meet with Georgetown University:** The Program will continue to meet with representatives from USAID/LAC and Georgetown University to learn from best practices of the CASS and SEED programs.