

Annex A - Call-down Contract

Terms of Reference

Independent Evaluation of the DFID Mozambique Skills for Employment (S4E) Programme: Design and Implementation

1. INTRODUCTION

1.1 DFID Mozambique is seeking a service provider to design and implement an independent Evaluation for its new Skills for Employment (S4E) Programme. The Evaluation is in addition to the S4E monitoring and evaluation (M&E) strategy that covers regular monitoring and reporting on the logframe indicators.

2. PURPOSE

2.1 The main purpose of the S4E Evaluation is to collect, analyse and widely disseminate evidence that demonstrates what models of employment skills¹ training most successfully lead to employment and increased incomes either through jobs in management in growth sectors or through informal or self-employment for women and marginalised youth in Mozambique. This learning will assist government policymakers, donors and the international community to design and implement policies and programmes that more effectively contribute to human and economic development. The Evaluation will also help the S4E Programme to understand and integrate lesson learning and thus improve its impact and value for money (VfM).

3. OBJECTIVES

3.1 The independent Evaluation will aim to understand which model(s) of skills training best leads to employment and income increases for the target audience by gender, age and poverty in five interconnected areas:

- state versus non state especially in terms of: accessibility, cost, inclusion, quality, market relevance, and employability/wage increase of graduates;;
- skills training with or without special support for young women to attract them to and keep them in education such as: accommodation, separate kitchens and bathrooms, transport, scholarships, mentoring/coaching and childcare;
- skills training on its own vs training with 'wrap around' services such as: access to employment networks, HR support, work placements, and micro enterprise/business development support;
- skills training courses via traditional methods (i.e. limited to moderate community outreach) vs more proactive, inclusive and innovative efforts;
- management / governance systems employed by traditional skills training providers (state and civil society) vs those of the private sector and foundations.

3.2 The regular M&E strategy of the S4E Programme will include an assessment of S4E's contribution to how many people have had an increase in their income through employment or self-employment. This will be the responsibility of the S4E Service Provider. The Evaluation will not cover the impact of components 2 and 3 of the S4E Programme on establishing a national association of training providers and on providing technical assistance to the Government of Mozambique (GoM).

3.3 Those training initiatives and institutions supported by S4E will automatically be available for inclusion in the Evaluation. Each training initiative will be required to conduct a baseline on the background of beneficiaries and to conduct tracer surveys on graduates. This data will be readily available for the Evaluation. For data from training initiatives not supported by the S4E programme, DFID will work with the Evaluation team to secure buy-in from GoM ministries, provincial delegations and individual training institutions as appropriate.

¹ Skills refer to technical and vocational education and training (TVET); entrepreneurial training; second chance or remedial education; and life skills/school to work transition training.

4. METHODOLOGY

4.1 Potential service providers will propose the broad outline of the methodology for the S4E Evaluation in their technical bids. The exact methodology will be refined and approved by DFID Mozambique during the inception and design phase (see Section 6 below). The objectives of the work outlined above provide the main basis for the methods to be adopted.

4.2 During the design process, one of the first tasks of the service provider will be to develop a set of evaluation questions, in consultation with stakeholders, aligned with the objectives, bearing reference to the DAC criteria to assess: relevance, effectiveness, efficiency, impact and sustainability. These questions should look at:

- Were the skills training models supported by S4E **relevant** to the needs of beneficiaries and employees; were these models **effective** in their delivery, aims and objectives; was each model delivered **efficiently** at an optimum cost; what **impact** did they have in terms of gender, age and poverty? Are the delivery models **sustainable** without continued donor support?
- Which delivery system for skills training is more effective: state or non-state and at what cost and why? What is the role of the management/governance system in these programmes and institutions that leads to better results and why? Which model of skills training (e.g. with or without the wrap around services; with or without additional support for women) is most effective by age/gender and why?

4.3 Other questions could usefully explore the views of employers, training beneficiaries by age/gender and trainers. The cross-cutting issues to be considered by the evaluation include gender, poverty, access to education and decent employment.

4.4 The Evaluation work is expected to be both qualitative and quantitative and will be undertaken through a combination of literature review, consultations and fieldwork. The literature review will include S4E programme documents and the suggested sources in Section 17 below. Consultations will include the following stakeholders: GoM and its agencies at central, provincial and district level as appropriate; public and private providers of skills training and employment services; students and graduates especially marginalised youth and young women; employers/recruitment agencies/private sector companies; and academic and other relevant experts. All S4E beneficiaries will be required to collect and supply data for the M&E Strategy and the Evaluation. Fieldwork will include visits to skills training facilities around the country that satisfy one or more of the categories described in the bullet points in Section 2.2 above.

4.5 Sources of public data for the Evaluation include: Ministry of Science and Technology, Higher Education and TVET (MCTESP), Ministry of Work Employment and Social Security (MiTESS), National Institute of Statistics (INE) and public training institutions. Private data is available from Civil Society, NGOs and private sector companies working in skills training. DFID Mozambique will assist the Evaluation team to obtain data sets that are not already in the public domain. Currently, very few public or private training facilities conduct graduate tracer studies. The Evaluation will work with specific partners to understand the need for tracking student's progress and support them to institute appropriate tracer surveys.

5. THE RECIPIENT

5.1 The primary users of the Evaluation and all its outputs are DFID and other donors, GoM, skills and employment policy makers, implementing partners, and researchers. DFID will have unlimited access to the material produced by the service provider and expects the findings to be published and disseminated widely to the development community and all datasets to be made available publically.

6. INDICATIVE SCOPE

6.1 The Evaluation will be conducted throughout the life of S4E and may continue for up to one year beyond that in order to capture the Programme's full impact². DFID Mozambique will use the **Global Evaluation Framework Agreement (GEFA)** with pre-selected suppliers to undertake the design and implementation of the evaluation which will cover the following phases of both quantitative and qualitative study:

- Phase 1 – inception and design phase
- Phase 2 – baseline survey
- Phase 3 – continuous data collection³
- Phase 4 – project completion survey

6.2 There exists little formal evidence, primary research, data sets or grey literature from the Mozambican public sector on the impact of skills training or youth employment programmes. The first pilot tracer studies on state sector TVET graduates were only commissioned in 2013. Some donor and civil society training programmes have had evaluations and the contacts for these will be given to the service provider to follow up. Therefore this primary research, disaggregating results by sex, age, poverty levels (where possible) and by province, will be amongst the first of its kind in the country.

6.3 During the inception and design phase, the service provider will propose the exact methodology, sample sizes and comparison groups for the baseline and all subsequent data collection during the life of the Evaluation. It will not be possible to alter the Programme design in order to create comparison groups. DFID will review the methodology and research instruments prior to embarking on primary data collection. DFID will also agree roles, procedures, governance arrangements and timelines with the service provider. The Evaluation will not cover the day to day M&E of the S4E Programme and logframe.

6.4 The Evaluation should adhere to DFID's ethics policy and apply the OECD/DAC criteria. Close collaboration with the S4E Programme team will be essential. DFID quality assurance (QA) will be provided by the Private Sector Development (PSD) Adviser with support from the Social Development Adviser (SDA). DFID Mozambique Growth Deputy Programme Manager and the PSD Adviser will assist the service provider with introductions to in-country stakeholders and advice on logistics.

7. OUTPUTS

7.1 The service provider will produce the following outputs, delivery dates for these outlined with the milestone payment plan at Annex B of the contract:

- Work Plan (by end 2016)
- Inception and S4E Evaluation Design Report including a Communications Plan/Strategy).
- Baseline Report in English and Portuguese (by end September 2016)
- Regular Progress Updates – the content, length and frequency of updates to be proposed by the service provider in their bid and then confirmed with DFID Mozambique during the inception and design phase
- Final Report in English and Portuguese.
- Powerpoint Presentations in English and Portuguese summarising the main findings from the Inception, Baseline, Annual Impact and Final Impact reports (submitted same time as final versions of reports)
- Dissemination Activities as part of the Communications Plan/Strategy

7.2 In line with DFID Terms and Conditions of Contract, DFID will have unlimited access to the material produced by the service provider and expects the findings to be published all datasets to be made available publically.

8. CONSTRAINTS AND DEPENDENCIES

² This may require a 1 year extension to the S4E Programme; a decision to request an extension will be considered in late 2019.

³ Continuous data collection refers to the information gathered regularly on the 5 interconnected areas described in para 3.1 above. Frequency and content of data collected to be recommended by the service provider.

8.1 As described in the background section below, S4E is one of several new programmes supporting young people funded by DFID Mozambique. The service provider will be expected to coordinate and collaborate as appropriate with the implementing agencies for S4E, the Mozambique component of the Skills for Oil and Gas Africa (SOGA) Programme, the Ligada Female Economic Empowerment Programme and the Mozambique country pilot of the World Bank Group's Let's Work Partnership (LWP) Programme. During the inception and design phase, the service provider could formally agree to include SOGA supported training programmes in the S4E Evaluation.

8.2 Several other donors, notably Germany (also SOGA), Italy (PROTEP PLUS), Canada (STEM and VITE), Norway (also SOGA and a second programme under design) and France (under design), have or will have TVET Programmes in Mozambique and the service provider should take into account appropriate evaluation material coming out of these initiatives.

8.3 The Evaluation meets the Paris Declaration principles as the S4E Programme was designed and is now being implemented in full coordination with GoM and donors:

- **Ownership:** S4E responds to Mozambique's own development priorities as laid out in their CPRD;
- **Alignment:** S4E demonstrates DFID's commitment to help Mozambique develop the skills to improve access to jobs and to supply business needs and to increase support to women and girls on economic empowerment;
- **Harmonization:** S4E is harmonized to reflect the inputs of other donor countries such as Italy, Canada, Norway and Germany;
- **Results:** S4E has well-articulated results and an evaluation mechanism geared to gathering the evidence that supports these; and
- **Mutual accountability:** DFID will be accountable to GoM and UK Government for results.

More specifically, the Evaluation contributes to managing for results in that it will help: i) improve decision making and strengthen performance on Mozambican TVET policies and programmes; and ii) maximise the benefits of skills training for poor women and marginalised youth.

9. IMPLEMENTATION REQUIREMENTS

9.1 The service provider will be required to conduct primary research in Mozambique during the life of the contract and should therefore have a team comprising mostly local experts. The 10 to 15 skills training projects supported by S4E are likely to be located in different provinces and cover multiple sectors: agro-industry, forestry, construction, industry/manufacturing, tourism, extractives (coal, oil and gas) and transport and logistics. The evaluation team will be expected to travel internally in Mozambique and form positive working relationships with a wide variety of stakeholders.

9.2 Working in the provinces of Mozambique usually requires prior written approval from the lead GoM ministry in Maputo. DFID will work with the service provider to obtain these clearances before meeting with representatives of GoM provincial delegations.

10. TIMEFRAME

10.1 This contract will be issued for up to 6 years commencing in April 2016 and ending by April 2022 (this includes a 4 month Inception phase). **Movement to implementation will be subject to supplier delivery/performance during inception and costs proposed for implementation.** The timeframe goes up to one year beyond the life of the S4E Programme in order to capture the expected benefits in income and jobs for women and marginalised youth. These are benefits which take time, often 6 to 12 months after graduation, to accrue.

10.2 There will be break points at the following and movement to the next phase will be subject to supplier performance and delivery:

- At the end of inception phase.
- Annual reviews to take place at the end of any calendar year.

11. SKILLS AND EXPERIENCE REQUIRED

11.1 The service provider requires (but not limited to) the following skills and experience:

- Internationally recognised experience and expertise in evaluation using rigorous methods, both qualitative and quantitative
- A technical background that includes skills training and/or job creation and a track record of evaluating the impact of such programmes
- Understanding Mozambique's labour market and its gender, social and poverty context
- Experience in delivering gender focused evaluations
- Strong collaborative and facilitation skills with demonstrable experience in developing and maintaining positive working relationships with all evaluation stakeholders and especially those whose programmes or models are being evaluated
- A track record of communication and dissemination of evaluation outputs with demonstrable influence on policymakers and programme implementers
- Strong evaluation management skills
- The evaluation team should be fluent in English and Portuguese and able to conduct desk and fieldwork in Portuguese; fluency in local languages would be an advantage
- There should be a good mix of local and international experience within the team and a gender balance

12. DFID COORDINATION AND MANAGEMENT ARRANGEMENTS

12.1 The service provider will report to the DFID Mozambique Growth Team Deputy Programme Manager and to the Private Sector Development (PSD) Adviser. The PSD Adviser, who is the Senior Responsible Officer (SRO) for the S4E Programme, will share responsibility with the S4E Programme Service Provider for integrating and acting on the findings and recommendations of the Evaluation. The PSD adviser will be responsible for acting on the findings and recommendations within DFID and with the Government of Mozambique while the Service Provider will integrate these into the S4E Programme itself.

12.2 The DFID Mozambique Growth Team Deputy Programme Manager, the PSD Adviser and the Evaluation Adviser will jointly evaluate the technical bids received for this work. DFID's Procurement and Contracts Department will evaluate the accompanying commercial bids.

12.3 The S4E Programme will be managed by a separate supplier expected to commence with a 6 month inception phase on 1 September 2015. This start date will overlap with the inception and design phase of the Evaluation and will present opportunities for both providers to discuss and agree, in conjunction with DFID Mozambique, on appropriate activities for collaboration and joint lesson learning and the processes and procedures required to facilitate that. Outputs from the Evaluation will be used to prepare the Annual and Project Completion Reviews of the S4E Programme.

13. BACKGROUND

13.1 Mozambique is one of the most dynamic economies in Africa, but it remains one of the world's least developed countries. Growth has not translated into structural reform and poverty reduction has stagnated. About 300-350,000 young people join the labour market every year, but they are forced into marginal jobs in the informal economy. Women are particularly disadvantaged.

13.2 The 2014-15 Global Competitiveness Report ranks Mozambique as 133 out of 144 countries. It identifies the constraints for doing business and an "inadequately educated workforce" is number 5 in the list. Mozambique's basic education levels are amongst the lowest in the world. Public technical and vocational education and training (TVET) provision is not demand-driven and suffers from low capacity and serious quality issues. Non-state training has expanded considerably to fill the gap, but also faces steep challenges. Mozambique's progressive new TVET law offers an opportunity to support systemic change.

13.3 S4E is DFID's response to the severe skills shortage in Mozambique. It is intended to increase the income of young people through the acquisition of marketable skills that lead to employment. The UK will provide £17 m over 6 years from 2015 to 2020 for implementation of the Programme through a service provider. S4E will focus on non-state training provision (private and not for profit) and benefit two groups: i) those with the potential to undertake technical training to become the future managers of Mozambique's growth sectors; and ii) young people, who, by completing vocational, 'second chance' or entrepreneurial training; can move into formal employment or self-employment. All training will be combined with 'wrap around' or employment services such as HR, work placement or enterprise development support to optimise employment prospects. Special support will also be provided to attract and keep young women in the training courses co-funded by the Programme.

13.4 Despite the large number of skills training programmes globally, evidence on their effectiveness in DFID focus countries remains thin. More systematic use of careful evaluations is clearly required, including evaluations that measure outcomes among programme participants and compare them to relevant control groups.

13.5 There is a specific lack of evidence on the impact and effectiveness of skills training and youth employment programmes in Mozambique. There is even less understanding on how they impact women and marginalised youth who are the core beneficiaries of the S4E Programme.

13.6 The S4E Business Case describes skills training systems and provision in Mozambique. Based on the current situation, S4E was designed with the following three main components:

- **S4E Employment Fund** with a focus on reducing skills failures in Mozambique by linking specific areas of labour force supply with demand. It will catalyse and broker linkages between employers, especially medium-sized enterprises, and non-state training providers to get young people into work. Attention will be given to women and girls and other socio-economic groups that tend to have limited access to skills training and to viable employment opportunities.
- **National Association of Non-State Providers** that facilitates group interaction with government and the private sector. An important role of the association will be to improve the quality of training, ensure members adopt common accreditation standards; facilitate experience and information-sharing, provide support services to members like improving the commercialisation of products and services, voice the interests of non-state providers vis-à-vis government, better respond to labour market demand, and collect data on non-state TVET.
- **Capacity Building for GoM** to: (i) improve working with, and provide direction to, the non-state TVET as complementary to public TVET; (ii) capitalise on opportunities like PPPs stemming from the new TVET law; (iii) learn from new TVET financing models and approaches including the commercialisation of products and services; (iv) capitalise on innovation and new technology in the skills training sector; and (v) help establish the National Employment Observatory.

13.7 The S4E Theory of Change (ToC) is provided in Annex 1. S4E expects the following results:

The **programme impact** will be 'Higher income among S4E Employment Fund beneficiaries especially women and girls'.

The **programme outcome** is 'More young people acquire marketable skills leading to employment'.

The expected **outputs** are:

- Expanded access to quality, affordable and market-relevant non-state skills training and wrap around services linked to formal or self-employment opportunities;
- Strengthened capacity of training providers;
- Strengthened collaboration on skills training and wrap around services between GoM and the private sector; and
- Strengthened Mozambican skills training market.

The main expected **results** are:

- 2,000 graduates have received technical training of which 25% are women; at least 85% of the graduates are employed in the field of training or have started own business 1 year after completion of the training
- 3,000 graduates have received vocational, second chance or entrepreneurship training of which at least 50% are adolescent girls and women; 70% of the graduates have started own business or are employed 1 year after completion of the training
- £4.8 m of additional private sector resources for S4E interventions

Equity, poverty and exclusion

13.8 S4E is also consistent with DFID Mozambique's **Country Poverty Reduction Diagnostic (CPRD)**. The CPRD identified the human capital deficit, second in order of significance, as one of the underlying drivers of slow growth and low productivity. In response to Mozambique's inclusive economic development challenges, one of DFID's priorities is connecting youth and women to growth and work. The CPRD commits DFID to develop a programme to help Mozambicans develop the skills to improve access to jobs and to supply business needs.

13.9 **Support for skills training is one of the core areas agreed in the High Level Partnership for Prosperity (HLPP)** discussions between HMG and the Government of Mozambique (GoM). The programme will also benefit from progress and lessons learned in related initiatives in Mozambique managed by other development partners and private companies.

13.10 **Youth employment is a DFID priority area.** At least 8 DFID country offices have already developed programmes to improve the employability of youth and easy training-to-work transition or plan to do so. These programmes offer a variety of public and non-state solutions with training in technical education, entrepreneurship skills, and support for women and girls to stay in education. DFID therefore has substantial of knowledge and expertise upon which to draw in this area.

13.11 Low learning levels and skill gaps are major constraints faced by our partner countries. **DFID has learned to address such gaps with a comprehensive approach addressing both the supply and demand sides simultaneously.** S4E, in combination with the Let's Work Programme, will bring together private sector employers and non-state skills providers to tackle the skills mismatches and lack of wrap around services to help young people move into employment. It will also work to introduce systemic change, including on equity, to public TVET policies and to the Mozambican non-state training market.

13.12 Despite the large number of skills training programmes, **evidence on their effectiveness in DFID focus countries remains thin.** More systematic use of careful evaluations is clearly required, including evaluations that measure outcomes among programme participants and compare them to relevant control groups. Evidence supports a need for private sector involvement at all stages.

13.13 In the case of Mozambique massive investments have been made in the public TVET sub-sector with limited impact, but **the supply and coordination of non-state vocational training has so far received little attention.** Within Mozambique, DFID has credible relationships with the key stakeholders (Government, private sector, NGOs) along with the human and capital resources and experience to suggest that DFID could add significant value whilst at the same time providing a strong coordination role.

13.14 The International Development (Gender Equality) Act, passed by the Parliament in 2014, places a duty on the government to consider ways in which development and humanitarian funding build gender equality in the countries receiving UK aid. This way it places a commitment to reduce gender inequality on aid disbursements. S4E is designed to meet this requirement through the application of targets for women, special attention to skills relevant for adolescent girls and women. S4E will work closely with DFID Mozambique's recently-approved Female Economic Empowerment programme, Ligada, to optimise impact on women and girls. Specifically, S4E will address the constraints to women undertaking and completing skills training while Ligada focuses on the barriers to recruitment and retention of women in formal work.

13.15 S4E is part of a wider set of joined-up initiatives to strengthen economic development (ED) in Mozambique and to systematically address ED constraints. For example, a sister programme, known as

the Let's Work Partnership (LWP), is financed by both DFID Mozambique and DFID London and managed by the World Bank Group (WBG). It focuses on job creation (labour demand) in 8 pilot countries including Mozambique. LWP begin in March 2015 with diagnostic work that will identify the constraints, including skills shortages, to growth in Mozambique's key growth sectors. LWP will then prioritise the investments required to address the constraints and to create jobs. S4E will look to invest in the sectors and geographies prioritised by LWP.

13.16 The Skills for Oil and Gas Africa (SOGA) Programme is managed by DFID London and aims to support technical training for the oil and gas value chains in four countries: Mozambique, Kenya, Tanzania and Uganda. It follows a similar model to S4E in that it seeks to increase access to quality skills training for women and marginalised youth by working in partnership with private sector companies in the provinces with gas resources (Cabo Delgado and Inhambane).

14. DUTY OF CARE (DoC)

14.1 The service provider is responsible for the safety and well-being of their Personnel and Third Parties affected by their activities under this Contract, including appropriate security arrangements. They will also be responsible for the provision of suitable security arrangements for their domestic and business property. DFID will share available information with the service provider on security status and developments in-country where appropriate.

14.2 The service provider is responsible for ensuring appropriate safety and security briefings for all of their Personnel working under this Contract and ensuring that their Personnel register and receive briefing as outlined above. DoC Capability is based on the Supplier demonstrating that they have the knowledge, experience and resources to effectively manage their DoC Responsibilities. Travel advice is also available on the FCO website and the service provider must ensure they (and their Personnel) are up to date with the latest position.

15. RISK ASSESSMENT

15.1 Evaluations are intrinsically risky, facing a complex set of challenges including the contracting of expert personnel, the complexities and time requirements of procurement processes, the challenges of Mozambique's country context and an intrinsic risk to any data-dependent exercise for which results are uncertain. Table 1 describes the main areas of risk and identifies mitigation opportunities, particularly in terms of ensuring qualified personnel are contracted, that S4E country risk mechanisms are leveraged and evaluation approaches are diversified. The risk of the Evaluation is rated as medium if the identified risks are effectively mitigated. However, the service provider will need to submit their own risk assessment during the submission of proposal.

Table 1: Risk assessment and mitigation opportunities

Risk Description	Probability if <u>not</u> mitigated	Mitigation Opportunity	Probability if mitigated
Difficulty of finding, and keeping over 6 year period, appropriate local evaluation experts	Medium	Identify local experts with strong track record and many years of experience on long-term evaluations; incentivise them to stay engaged	Low
Lack of permission for service provider to work in provinces/districts	High	DFID Mozambique prepares permission requests to line ministries in Maputo well in advance and obtains a written response for service provider to show to local authorities	Low
Lack of buy-in from public and private training facilities to participate in evaluation	Medium	Choose known partners who are receptive to evaluation and working with DFID; fully explain and regularly communicate purpose and benefits of evaluation; provide appropriate incentives	Low

Access to and reliability of data / information (state and non-state)	High	Fully explain and regularly communicate purpose and benefits of evaluation with accurate data; demonstrate clearly the difference between correct and incorrect data to all evaluation participants; provide appropriate incentives; where required offer technical assistance; and liaise with government ministers to ensure provision of accurate data.	Medium
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16. BUDGET

16.1 The anticipated contract value for this work is up to £0.85 million. This amount must cover all costs including travel, expenses, VAT, etc. DFID is the lead donor that will hold the contract with the service provider.

16.2 The Service provider as part of their bid is required to submit a payment structure in line with the Outputs and deliverables of this ToR and the SP's plan for delivery .

16.3 The successful service provider is required to design and deliver a service which drives value for money (VfM) and does not reach the budget ceiling if costs can be lower.

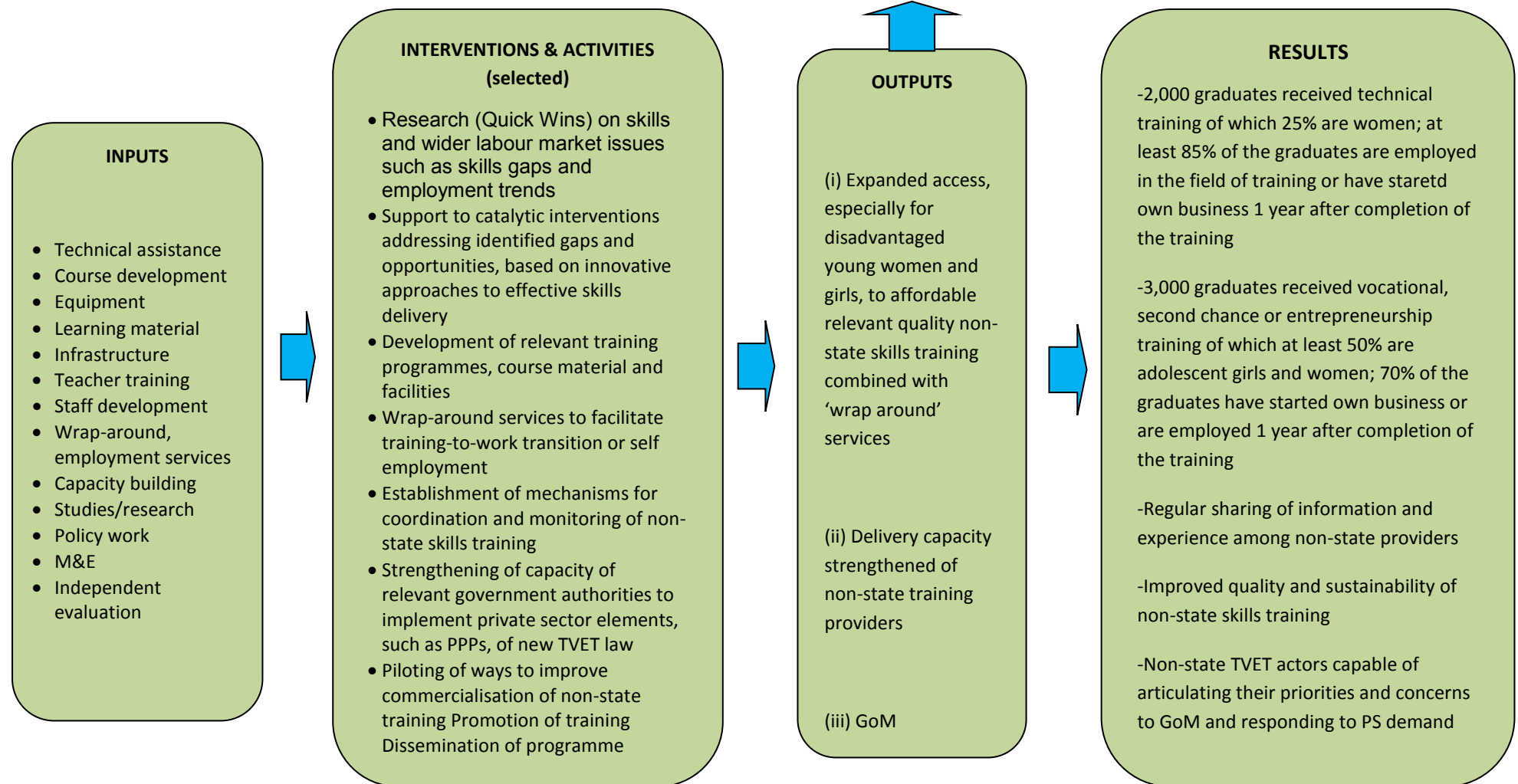
17. SOURCES OF INFORMATION

- S4E Business Case and Logframe
- SOGA Business Case and Logframe
- Ligada Business Case and Logframe
- LWP Mozambique Country Pilot Concept Note
- Mozambican TVET Law of 2014
- Government of Mozambique website <http://www.portaldogoverno.gov.mz>
- UNESCO UNEVOC website <http://www.unevoc.unesco.org/go.php>
- INEFP and DINET information sources listing non-state TVET providers

Annex 1 – Skills for Employment: Theory of Change (ToC)

Impact: Higher income among targeted population - to be achieved through increased access to affordable relevant, quality skills training

Outcome: More young people, especially young women and girls, acquire marketable skills leading to employment



1. The S4E Programme is based on the assumption that by improving the access to quality, affordable and relevant skills training for young people combined with wrap around services, it will contribute to higher income among the beneficiaries (see Figure on page 11). Non-state skills training providers in collaboration with private business are the key to achieving the Programme's objective. The main focus is to support non-state actors to launch new demand-responsive skills training programmes combined with 'wrap around' employment services. At the same time, S4E intends to improve the quality and sustainability of non-state training delivery through, among other things, better coordination and more conducive collaboration with relevant government authorities.
2. The S4E Employment Fund will support two categories of labour market entrants. Those able to pursue technical training will reduce the 'modern' sector's dependence on foreign labour and further enhance its competitive edge vis-à-vis imported products and services. Those pursuing vocational, second chance or entrepreneurship training will be empowered to gainfully start their own business or search for a salaried job. This, in turn, helps to break the cycle of poverty. During implementation, assumptions around the Programme's ability to reach the poorest either directly or more indirectly, and the cost effectiveness of reaching the hardest to reach will be tested.
3. This is a medium risk undertaking in a fast changing economic environment. The results of interventions of this type in similar contexts are promising, but the assumptions that underpin the theory of change remain untested in Mozambique. A series of 'Quick Wins' research pieces are designed to fill the evidence gaps and reduce the Programme risks. The progress of activities and outputs will be monitored closely and the logic and assumptions constantly reviewed during implementation. Flexibility and adaptability will be key facets of S4E. Therefore an adaptive planning process will be applied with strong attention to the learning elements of the programmes. As lessons are learned and the Mozambican and global contexts evolve, the programme will respond by updating the ToC and the corresponding elements of the logframe. The mix of activities and resource allocation will be reviewed annually and adjustments made so that resources flow to where they are most effective. At the mid-term review (part of the regular M&E strategy), key assumptions will be assessed for their validity and a decision made as to which activities are worth continuing.