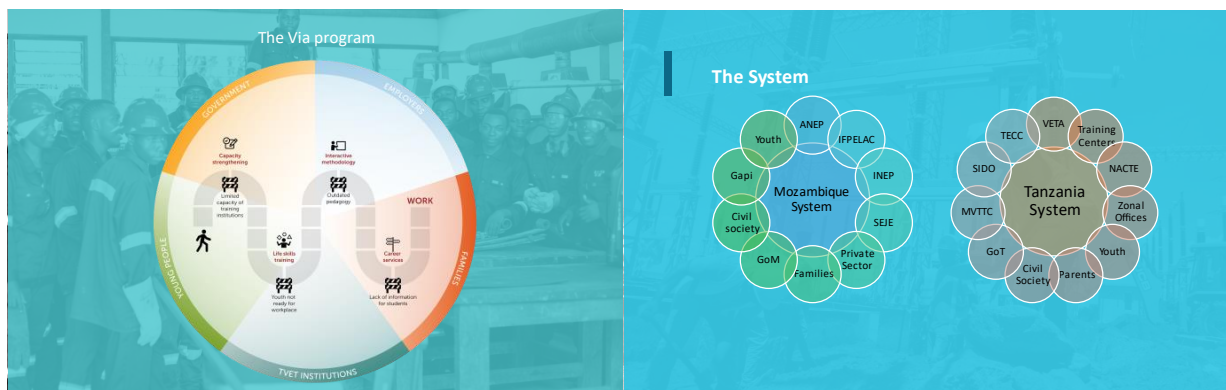


Via Webinar Series: Systems Session Summary

The International Youth Foundation (IYF) hosted a webinar series to explore learnings from the [Via: Pathways to Work](#) program. The first session focused on youth perspectives and experiences. The second session brought together key partners from vocational training and career services institutions in Mozambique and Tanzania. This third session provided an opportunity to hear from other stakeholders in the youth employment ecosystem.

Via Learnings

The session began with a presentation from Matthew Breman, IYF Africa Regional Director. He shared background on the [Via program](#) and some system-level learnings. The slide on the left represents a young person's pathway to work and the interconnected influence of a whole system of actors. The slide on the right shares examples of specific key actors in the Mozambican and Tanzanian youth employment systems. For more learnings and data please see the [Via website](#).



Some key takeaways from taking a systems approach through the Via program are:

- Identify right levers for change, strengthening what is already in place
 - Don't try to do it all (define the system)
- Adaptive management is critical for success
 - Regularly assess progress, and quickly change course
- Behavior change (and related investments) requires time for partnerships to grow
 - Trust and local buy-in then ownership are foundations for success
- Mindset shifts (norms) are essential
 - How we think about programs and sustainability (# trained vs. embedding services)
 - How we think about services for youth (tech training vs. get/keep job for income)

Panel Discussion

The session moved to the discussion, moderated by Unami Mpofu.

Unami started by stating that IYF and its partners are in a unique position to share comparative experiences from the two countries & group of stakeholders, and that the purpose of the session

is to glean insights from those directly working to create these positive changes. She then introduced the panelists. To learn more about their backgrounds, please refer to their bios on the last page.

Tell us your name, organization, the stakeholder group you represented under Via, and most importantly, what you brought to the partnership arrangement within your country.

Ida Carrilho Alvarinho (ICA)—National Director of Professional Qualifications, ANEP, Mozambique

- ANEP is the governing body TVET, and professional training: “ANEP regulates anything from curricula to accreditation to teach curricula. We also manage the national catalogue of vocational training in the country. We have a set of competencies and the qualifications are designed according to quality standards. Within this, there is a set of life skills competencies which are required for all fields. It doesn't matter what trade, all our trainees have to go through these modules.”
- “With IYF we created a consortium and developed a set of life skills modules that are compulsory, which means that the training IYF used to provide is now used across the country. It has raised the profile to the national catalogue and it is now mandatory. This causes the impact to be much greater because it encompasses all youth in training in Mozambique.”

Daniel Mghwira (DM)—Executive Director, TECC, Tanzania

- “After getting and identifying the youth, we were able to give them training and through our TECC training they were able to receive training on entrepreneurship and business management. When we put it together with the life skills curriculum, we were able to broaden the curriculum and change the mindset of youth”
- “We were able to work with various chambers of commerce who worked day in and day out to mentor and give business skills to the youth. Lastly, we connected the youth with different finance opportunities in terms of loan and start-up capital.”
- “We are happy that everywhere you pass in our areas of collaboration, many youth have been able to register businesses, which are official, they are able to help and mentor others”
- “What have we achieved in five years? Many youth have been able to start their businesses, officially register, and are helping and mentoring others. Secondly, through this collaboration, the type of youth we identified between 18-24 years old, you can say they are still young...but when you interact with them, you realize they have started to be able to run their own businesses, make their own decisions, and conduct themselves in a good way”
- “We believe and know that because of what we have achieved in collaboration with all the stakeholders there is a high possibility we can continue working, especially with the government and private institutions”
- “Even though this period has come to an end, we can move on our own.”
- “Tanzania is a big country. This has been able to show us what we can achieve, and we believe other stakeholders will come up.”
- “Other stakeholders would love for this to trickle down to other provinces in the country.”

Erik Shumbusho (ES)—General Manager, Tiffany Diamond Hotel, Tanzania

- Representing Private Sector.
- “Here in Mtwara, we were busy looking for youth to come to our hotel and work with us, including Dar es Salaam and Arusha. You know the youth in Mtwara have been able to grow well and mature themselves”
- “Many youth since we started have been able to jump on the train of our hotel industry management. We are very happy to use local young people, which has lowered our cost of production and operations. When we were getting youth from other provinces, it was a bit costly. Now that we are working with youth from Mtwara, the cost has gone down.”

- “You see, in Tanzania there are times where it is difficult to access training. I'm happy we've been able to offer training and those that excel, we've absorbed them in our hotel. We need youth that are committed and dedicated. It's very difficult for a 60-year-old man to start working with us, but for youth we are able to work for them very well”
- “Lowering our operations costs has been a major milestone. You know businesses are always very happy when they can accomplish this. I would also like to thank Via because it has changed the mindset of our people in Mtwara. Some people feel like they are on an island, but now youth have been able to become open-minded”
- Even at 8 pm, 6-7 am, the youth have opened their businesses. We are happy with such business mentorship programs. Our youth are dedicated, open-minded.
- “We wish we could share this project to other countries and provinces in our country.”
- “Our youth are able to communicate effectively, efficiently, and interact with our visitors”

What are key ingredients in partnership? What are the success factors? We see change is happening. But what are the qualities, and challenges. What are you seeing on the ground?

DM

- “The major stakeholder is the government, when I talk about them I'm talking about the grassroots government organizations. If you work hand in hand with them, we have seen that the benefits are immense.”
- “We deeply believe in collaborations, because you cannot be an island, you cannot work in isolation. You have to work with other stakeholders, and if you win their commitment by involving and engaging them, the results will be unique versus if you work alone”
- “What is important is continuity of the programs and the stakeholders with which we work and engage.”

How has been the collaboration on the curriculum? How do you build the commitment, get actors to work together?

ICA

- “Like Daniel said, we shouldn't be working in islands, that's not the right way to build a society. We should not be competing in our actions. From my point of view what worked well is that we had a common goal. One of the pillars of governance in Mozambique is to build the qualifications of our citizens, particularly the youth to enable them to access improved employment/self-employment. Since we had this common objective with the Via program, it was easy for us to build this partnership because we had a common foundation. On the other hand, from both sides—IYF and ANEP—people were open to new ideas on both sides and new proposed actions. The way forward came from both sides. I've shared this before, but it came from interpersonal relationships, which are what make things work (person-to-person relationships).
- “We knew Ilidio from IYF, we met INEP through the events, and we exchanged some ideas. There were workshops and conferences that IYF organized two years ago and they invited me to participate in a panel. There, I issued a challenge--'Why shouldn't we make this IYF program part of our national training system?’”
 - “Often, citizens acquire training from these private organizations but they are not accredited in the national system”

How do you see partnership moving forward? How will you sustain this work?

Ida:

- “I just mentioned curricular design. We can design good modules, but must ensure they are properly implemented. We are designing user manuals for trainers and trainees to ensure in Mozambique we can ensure continuity. If we don’t have them, this would be incomplete work, and wouldn’t be able to ensure the work.”
- “I believe that the manuals will be important, and we do have in place training of trainers, but this is a process. We do have technicians from the national training board that are following up on the testing of the manuals. One of them will have the know how to support the continuation of this work. We have to fine tune the collaboration, too, because it has been done on a goodwill basis. But if we want to formalize and ensure we have the opportunity for future collaborations, we have drafted an MOU that is still to be signed. Within this memorandum we would formalize the task and all the work that we have completed, because we have to value and acknowledge this. The government should be aware of the consortium that is providing support to the government and its citizens. It should also create the scope for having an open mind and welcoming other activities.”
- “In terms of sustainability, we first have a technician from ANEP that has followed this process and will follow this process. These tools will be used by other trainers from other provinces. We also have one group that was trained that can then roll out, which is part of our sustainability plan. Our curricula have a life span and require reviews over time. Once we have trainers trained and the manuals designed, it will be easier for us to review and involve other organizations.”
- “We now know how to carry this out.”

You are seeing a change in youth dynamic. You have been able to do this with partnership at local level. How are you going to sustain that partnership? What are obstacles to overcome, so it can be replicated?

Erik

- “As employers, this project came and found us when we were already running our business. There are those parameters which we are talking about. For example, youth doing construction. We did not change them. We adapt them and continue using them. Some we allowed to go to other courses, and at the same time come to work. Even today, we collaborate one way or the other.”
- We have to ensure that the youth follow the rules and regulations. And also that local grassroots representatives are involved, engaged. At the end of the day we have youth that respect the law. We have been able to impact positive change in youth. We also have experiences of many youth who have worked with us, with impressionable characters, that have. Even some doubted if they are locals. We explain we have worked with them to impart positive traits. We are very happy with such collaboration. Youth have accepted change they need. Life skills has come a long way to change mindset. We now have a product we are happy with.

- How will we sustain all this: We shall sustain everything we started. We are praying that program can be extended. We as a hotel will always be there, so we would love an extension. I pass greetings to all.
- “As you remember, we are on the border of Tanzania with the neighboring country, so we have to ensure that our youth follow the rules and our local grassroots representatives are involved and engaged so at the end of the day we have youth that know and respect the law”

Closing Remarks

The session and series closed with remarks from Anastacio Chembeze, Director General, IFPELAC, Mozambique about partnership and sustainability.

- “When we talk about a systems approach, the ecosystem that was created was very clear to us. We were able to put together all partners in one room and IYF was chosen as coordinated. That was done in a very fruitful way, and we were able to bring together more partners and create synergies.”
- “We made it very clear that every aspect of the partnership is being taken in to the institution and we have added to our training programs, particularly PTS, and have started expanding beyond the four training centers from the project.”
- We are grateful for this partnership, and today everyone at IFPELAC talks about PTS. The new trainers we are recruiting will go through PTS first so they can train others. So, we have in-house capacity for PTS and we are grateful and will proceed with this as part of our mark.”
- “Indeed, PTS, PTS, PTS. Ecosystems and a systems approach is our new language”

Session Bios

MODERATOR

Unami Mpfu, Team Leader – Skills and Employability Programme, Human Capital and Institutional Development Division, African Union Development Agency (AUDA-NEPAD)

Ms. Mpfu is a consummate development practitioner with a passion for human-centered development approaches, with a 25+ year career that has spanned the private sector and international development, with a technical focus on agriculture, small enterprise development, and youth skills development. Ms. Mpfu's strengths lie in supporting strategic leadership development, facilitating systems change, program coordination and partnership relationship management. Ms. Mpfu has been at AUDA-NEPAD since 2013, recently transitioning to a leadership coordination role for the Skills and Employability Programme that oversees the Skills Initiative for Africa (SIFA) program, the Agriculture Technical Vocational Education and Training for Women (ATVET4W) program, and the 100,000 Micro, Small to Medium Enterprises (MSME) projects. Ms. Mpfu is particularly excited to strengthen linkages between the *Via* program's work and the AUDA-NEPAD Skills and Employability Programme's knowledge repository – the African Skills Portal for Youth Employment and Entrepreneurship (ASPYEE), which showcases best practice approaches for public private sector partnerships in employment-oriented skills development in the TVET sector.



PANELISTS

Ida Alvarinho, National Director for Professional Qualifications at ANEP (Mozambican National Authority for Professional Education)

Ms. Alvarinho began her career as a mathematics professor at Eduardo Mondlane University (UEM) in Maputo, Mozambique, where she has spent more than 40 years. She helped conceive and implement many education reforms over this time, including the current National Professional Education Reform effort, which includes management of the National Professional Qualifications Framework and responsibility for establishing and maintaining professional qualifications standards across multiple sectors and qualification levels. Ms. Alvarinho's work over the years has been dedicated to teacher training and instruction support, mathematics education research, and design/production of various guidelines and manuals on a range of cross-cutting topics related to mathematics education. Aside from teaching and her current role, Ms. Alvarinho has served in several official capacities at UEM including Director of Pedagogy.



Daniel Mghwira, Deputy Executive Director – Mentoring, Tanzania Entrepreneurship & Competitiveness Center (TECC)

Mr. Mghwira is an entrepreneur and business management consultant, who recently completed a 2-year term as Executive Director at TECC. His consulting work honed strategic and business planning skills, yet Mr. Mghwira's passion remains as a hands-on facilitator, trainer, and mentor to young people. Prior to TECC, Mr. Mghwira managed a network of entrepreneurs and small-business owners for a World Bank-funded program. Before that, he was Tanzania Country Program Officer for the African Institute for Capacity Development, where he coordinated and conducted in-country training programs for small-holder farmers and agro-processor SMEs.



Erick Shumbusho, General Manager, Tiffany Diamond Hotel, Mtwara, Tanzania

Mr. Shumbusho began his career as an auditor and accountant at several auditing firms before joining Tiffany Diamond Hotels as their Hotel Accountant. At Diamond Hotels, he was promoted to Assistant General Manager, then General Manager. Throughout his life and career, Mr. Shumbusho has worked with and for young people. Through his church, he is a member of the youth division's Finance Committee and was chairperson for their University Students Christian Fellowship. At work, Mr. Shumbusho mentors and hires young people for jobs at Tiffany Diamond and other hotels in Tanzania's hospitality industry.

