



Country Strategy
Mozambique
2017 to 2021



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1. Executive Summary

1.1 Brief History of SERVE in Mozambique

SERVE has worked in Mozambique since 2007. We have worked with community based organisations across a range of development themes including Technical Vocational Education and Training (TVET), education programmes for rural children and youth and Water and Sanitation (WASH) programmes for rural communities.

1.2 Country Strategy Objectives

Between 2017 - 2021, our strategic objectives in Mozambique include:

1. Work with our primary partner, Young Africa Mozambique, to provide effective and affordable TVET to marginalised young people;
2. Increase the number of TVET oriented partners we work with;
3. Explore short and medium term volunteering opportunities in Mozambique;
4. Increase the amount of donor funding secured for our programmes in Mozambique;
5. Engage with the Dublin Province of the Redemptorists to support programmes in Mozambique, for example, the Water for All Programme in Inhambane Province

1.3 Key Target Groups & Geographic Focus

As outlined in our Strategic Plan 2017-2021, our key target groups are:

1. Young people (male & female, aged 15-35 years) who are in poverty or are vulnerable to falling into poverty;
2. Children (male & female, aged 0-14) who are in poverty or are vulnerable to falling into poverty. Primarily, for those over 5, these will be children who have never attended school or have dropped out of school. Within this target group, we place particular importance on the issue of OVC;

At present, we have documented partnerships with: (1) Young Africa Mozambique Beira; (2) Young Africa Agri Tech; (3) Muvamba Mission. Our partnerships with Muvamba Mission is linked with our partnership agreement with the Dublin Province of the Redemptorists (DPR) in Ireland.

Our current **geographic focus** is:

- (i) peri-urban communities of Manga, Beira, Sofala Province where YA Mozambique Beira works and the rural community of Donod, Sofala Province where YA Agri Tech work;
- (ii) rural communities in the Muvamba area of Inhambane Province where Muvamba Mission work

1.4 Rationale for working in Mozambique from 2017-2021

Our rationale for working in Mozambique includes:

1. It is on the UN List of Least Developed Countries (as of May 2016)
2. It lies within our priority area of Southern Africa, as outlined in our Strategic Plan;
3. There is a large youth population who are affected by a serious youth unemployment crisis which places them in a very vulnerable position;
4. SERVE have worked in Mozambique since 2007 and have extensive experience of the operating context;
5. SERVE have high quality partners who can work programmatically

2. Macro Level Context Analysis

2.1 Key Development Statistics

Indicator	Mozambique	Int'l Average
Population (millions), <i>UNDP</i>	26.5	
Population aged 15-24 years, <i>UNDP</i>	21%	17%
Life expectancy, <i>UNDP</i>	55.1	71
UN HDI Ranking (out of 188 countries)	180	
HIV Prevalence Rate, Adult, <i>UNDP</i>	11.1%	0.8%
Gross Enrolment Ratio, secondary (% of secondary school age population), <i>UNDP</i>	26%	-
GDP Per Capita, 2011-2015, <i>World Bank</i>	\$586	\$13,100
Population in Multidimensional Poverty (%), <i>UNDP</i>	70%	21%
Working Poor at PPP\$2 a day (% of total employment), <i>UNDP</i>	85.8%	71% (regional)
Unemployment Rate (overall)	17%	8.4%
Youth Unemployment Rate	40%	13%

** Although the official unemployment rate is 17%, the vast majority are working in lowpaid rural and informal work*

2.2 Political Analysis

The situation in **Mozambique** is unstable as tensions remain between the two main political parties. A long standing peace agreement has come under threat since elections in 2014. The security situation has deteriorated in central provinces, including outlying areas of Sofala Province, where SERVE works. In SERVE and Young Africa's experience, the operating space for civil society and NGOs at the micro level is declining due to increased bureaucracy and increased politicisation of local government offices. Analysis from BMI Research states that *"political instability will continue to undermine prospects for development in Mozambique, as the country lacks the institutions or levels of good governance needed to facilitate the kind of reforms that promote a more stable political outlook. Frelimo's*

comprehensive control of elite-level politics will offer a boon for policy continuity, but their history of corruption will mean this offers little consolation to potential investors" (Mozambique Country Risk Report, Executive Summary, BMI Research, 2016)

2.3 Education Analysis

Education is compulsory in Mozambique for the introductory seven years of it, although an alarming number of children do not even get this far. Following a period spent in **pre-primary crèche** which is optional, they may spend 2 years at **jardin infantil** followed by another 5 at **primary school**, which completes the compulsory period. By the time that the first phase of **secondary education** is reached that will last for a further 3 years, facilities are already thin on the ground especially in rural areas. Students are already 14 years old when they reach this stage, and many would prefer to be at work and earning money. Less than 7% of potentially eligible young Mozambicans attend the final two years of secondary school, of which there are only 82 in a vast country. If they do, then they will follow a general curriculum which may not be relevant for the life that lies before them. Efforts are being made to integrate what already exists of formalized **vocational training**, into the government's poverty reduction action plan. Its current focus on providing food for people means that vocational training in rural areas will remain agriculturally focused, at least for the immediate future. Higher education continues to reach only a tiny, disproportionately male sector of the wealthier population, with facilities clustered in the few major urban areas.¹

In Mozambique, 4% of the education budget is allocated towards TVET.² Young Africa's analysis of the TVET sector in southern Africa is that government run and privately run TVET providers do not recognise the value of life skills and entrepreneurship skills. In some cases it is not provided at all, and in other cases the standard of delivery is poor. Increasing recognition of quality life skills and entrepreneurship skills forms the basis of the SDP II advocacy agenda.

SERVE's analysis of the TVET sector in Southern Africa shows that even where life skills is offered, it can be strengthened by adding elements of youthwork training, informed by best practice in Ireland.

2.4 Economic Analysis

Although **Mozambique's** economy grows each year, on the back of natural resources, the benefits are not reaching those who need it most. Over 70% of the population lives in rural areas where the agriculture sector is underdeveloped and subsistence farming dominates. The country is ranked 180 out of 188 on the UN Human Development Index list. Mega-industries and a growing service sector do not provide enough job opportunities for youth who struggle to develop relevant skills. A report from the Open

¹ <http://www.classbase.com/countries/Mozambique/Education-System>

² UNESCO, Status of TVET in the SADC Region, pg. 73

Society Foundation, found that 70% of young citizens lack stable employment. Under-employment is widespread with youth in rural areas doing unpaid work on small farms, and youth in urban areas reliant on the growing informal economy which provides no prospects for growth, personal development and low job security. Young people find themselves relegated to easy entry activities prone to lateral expansion, low returns and long hours of work, for very little return.

With a Poverty Action Reduction Plan expiring at the end of 2015, Mozambique approved a National Development Strategy (known as ENDE) for the period 2015 to 2035. ENDE places particular emphasis on industrialisation and the key priority areas of agriculture, fisheries, industrial diversification, infrastructure, mining and tourism. However, BMI Research analysis finds that *"with the country unlikely to pass structural reforms to turn any newfound wealth into a diversified economy and higher living standards for the population, the country risks falling into the same commodity trap that has hindered growth across many commodity-dependent states, limiting opportunities in other sectors"*. (Mozambique Country Risk Report, Executive Summary, BMI Research, 2016)

2.4 Public Health Analysis

Although a range of Poverty Reduction Strategies have contributed to reducing the number of poor, access to basic social services remains low. There has been promising progress in some of the health-related MDGs. Neonatal mortality has dropped to 30 deaths/1000 and the under-five mortality rate to 90/1000. However, other health outcomes are still unsatisfactory. Malaria accounts for about 26% of hospital deaths. HIV prevention activities have been inadequate to curb the HIV prevalence trend - which stands at 11%. Young people in Mozambique are also vulnerable to HIV and adolescent girls are particularly at risk - 7% of female adolescents aged 15-19 are HIV positive, compared with 3% of male adolescents aged 15-19. For young women, the prevalence rate aged 20-24, doubles to 15%³. Dual infections of TB and HIV and the threat of increasing multi drug TB resistance complicate the national TB program response.

The high maternal and child mortality reflects the inability of women and children to access essential services due to inadequate geographic coverage of health services, inadequate financing, shortage of health professionals and essential medicines. The individual and public health consequences of chronic non communicable diseases, neglected tropical diseases, road traffic injuries and the hidden tragedy of domestic violence need to be addressed better through the public health system.

Recurrent natural disasters such as flooding, frequent outbreaks of cholera and the risk of newly emerging epidemic prone diseases provide additional health challenges for the country (WHO, Country Cooperation Strategy, Mozambique, 2015 available at http://www.who.int/countryfocus/cooperation_strategy/ccsbrief_moz_en.pdf)

³ The Gap Report, UNAIDS, 2014, pg. 33 - <http://www.unaids.org/en/resources/campaigns/2014/2014gapreport/gapreport>

2.5 Environmental Analysis

The rainfall season 2015/2016 in Mozambique delivered weak to moderate rains mostly in the Northern and Central region of the country whereas in the Southern region there were very little or no rains at all. In April 2016, the Government of Mozambique activated the institutional Red alert due to drought. About 315,000 people received food assistance during March 2016 in Gaza, Inhambane, Sofala, Manica and Tete provinces. The Ministry of Agriculture, based on the crop lost area, estimated that 323,000 farmers are currently affected by drought. Prices of staple food in the main markets have increased by 100%, which is a major concern given the vulnerable position of most Mozambicans and a low supply of food reserves for consumption at household level. Markets in Beira were included as references for analysis of staple food prices.

(UN Office of the Resident Coordinator, Mozambique Drought Situation Report No 3, April 2016, http://reliefweb.int/sites/reliefweb.int/files/resources/Mozambique-UNRCO-Situation%20Report%203_Drought_Final.pdf)

SERVE's partners, Young Africa Agri Tech (Sofala Province) and Muvamba Mission (Inhambane Province) have been seriously affected by drought in 2015/16 which is affecting the operation of a rural skills training campus and is increasing the need for sustainable and safe water sources which can be accessed by rural communities.

2.6 Gender Analysis

Mozambique is ranked 178 out of 188 countries on the UN Gender Inequality Index (<http://hdr.undp.org/en/content/gender-inequality-index>).

The political commitment of the Government of Mozambique on gender equality and the empowerment of women is strong, but progress in reducing gender inequality remains uneven. The representation of women in politics has been growing steadily, but special efforts are needed to reach the target of 50% male and 50% female participation in all areas and at all levels, as established under SADC protocols. Economic empowerment remains a challenge for women in Mozambique - for example, women account for 87.3% of the labour force in agriculture, but are only 25% of the land owners holding official user rights (<http://africa.unwomen.org/en/where-we-are/eastern-and-southern-africa/mozambique>)

In Mozambique, nearly 1 in 2 girls are married before their 18th birthday. Northern provinces have the highest rates of child marriage, with over 55% of girls married before 18, and nearly a quarter before 15. While the percentage of child marriages has been decreasing in the last decade, especially before the age of 15, population growth outpaced the progress made, leading to a growth in the number of girls married.

Adolescent pregnancy is closely linked to child marriage. In rural areas, the overwhelming majority of adolescent mothers are married in their teens.

In northern areas, the rites of initiation - traditional practices aimed at children from 10 to 13 years - contribute to child marriage by emphasizing the subordination of a girl to her husband.

In Mozambique, the legal age of marriage is 18, and 16 with parental consent, under the Family and the Law on the Protection and Promotion of Child Rights.

The Council of Ministers approved the National Strategy for the Prevention and Combating of Early Marriage (2015-2019) in December 2015, and officially launched it in April 2016. This was developed through an inclusive process involving multiple ministries, international agencies and donor partners. The strategy contains 8 main pillars including - communications and social mobilisation campaigns; improving girl's access to education and SRH services, family planning and sex education; support for married girls; and reform of the legal framework. (Information taken from Girlsnotbrides.org - <http://www.girlsnotbrides.org/child-marriage/mozambique/>).

3. Micro Level Context Analysis of Current Target Communities

SERVE have worked with our partners to gather primary level quantitative and qualitative data related to the communities we work in.

3.1 Data from Young Africa Communities

The following data was gathered from young people in the communities of Beira and Dondo in March 2016 as part of a Needs Analysis exercise. The Needs Analysis was completed with 421 young people - a mix of current students, graduates and community youth. The gender disaggregation was 45% Female, 55% Male. This table is a summary of the most relevant data. The full report is available on SERVE's website - <http://www.serve.ie/our-work/serve-development-programme-2012-16/>

Country/Target Community & Profile	Development Indicators for Target Youth
Mozambique Manga & Dondo Communities Type: Peri-Urban/Rural N = 421 15-19 years: 37% 21-25 years: 41% 25-35 years: 22%	<ol style="list-style-type: none"> 1. <u>Educational Attainment</u>: Primary Education - 24%; Secondary education - 66% 2. <u>Employment Status</u> (before TVET programme & community youth): 58% of youth unemployed; 17% in informal employment; 5% in formal employment 3. <u>Income Level</u>: 57% have no significant consistent income; 27% earning between \$1 - \$20 a week; 4. <u>Main Income Source</u>: Family is the main source for 76% of youth with income; Self-generated income is main source for 11% 5. <u>Comprehensive SRH Knowledge</u>: 49% believe they have comprehensive knowledge. SDP 1 KAP Survey shows 73% provide correct answers to SRH questions

Focus group discussions were also held with young people (50% Female, 50% male) from Mozambique. These were a mixture of current YA students, YA graduates and community youth. The main needs expressed by youth included:

- Although young people place a high value on formal education, the majority felt unprepared for life after school. Youth recognised **TVET as a viable option** for improving employability but access to government run centres was an issue;

- Young people feel **disconnected from politics** - "elders, including politicians, do not listen to youths except using them for their campaigns". They expressed a wish to be more involved in their community;
- Young people **yearn for greater independence** but that is "dependent on one's financial independence. For as long as one is dependent on parents, they retain control and make most of the decisions";
- Youth face barriers to employment, even after they graduate from Young Africa - corruption is a major factor affecting youth (e.g. employers asking for payment to secure a job);
- **Lack of access to micro-finance** was a common concern - "youths who have undergone skills training and are willing to start their own small businesses cannot access start-up financing". Youth in Mozambique believed they will never be able to access credit through mainstream means;
- A majority of young people have high risk perception around their SRHR but "youths said they end up **engaging in risky sexual behaviours** because of idleness, poverty and peer pressure"; and
- Young people believe that "those who enter the labour market without skills and work experience are exploited". YA graduates stressed the **importance of job attachments** (placements) after training

3.2 Data from Muvamba Mission Communities

Muvamba Mission is located 80km north of the main district town of Massinga. The physical location called Muvamba Mission consists of a primary and secondary school, health centre and youth centre. The site serves the communities living within a radius of 100km. The wider area of Muvamba is a rural area of 3,500 square km with a population of 51,000 people dispersed around 50 local communities.

In June 2015, SERVE and the DPR, conducted a 10 day monitoring, learning and evaluation visit to Muvamba. The following development priorities and needs emerged in relation to the Water for All Programme:

- 1) The provision of clean, accessible and sustainable water supply to counter problems of drought, water borne disease, poor school performance and attendance for children and the requirement to travel huge distances each day to collect water;
- 2) Communities distant proximity to services including water, schools and hospitals;
- 3) Poor educational standards at primary and secondary education;
- 4) Child protection and safeguarding in and outside of schools

Muvamba inhabitants and key, influential, local stakeholders including committee members, health and education professionals and local government officials unequivocally and unanimously stated water is still the greatest and most pressing need in the Muvamba area.

3.3 Summary of Issues Affecting our Target Groups

SERVE's analysis of the main drivers of poverty affecting our target groups includes:

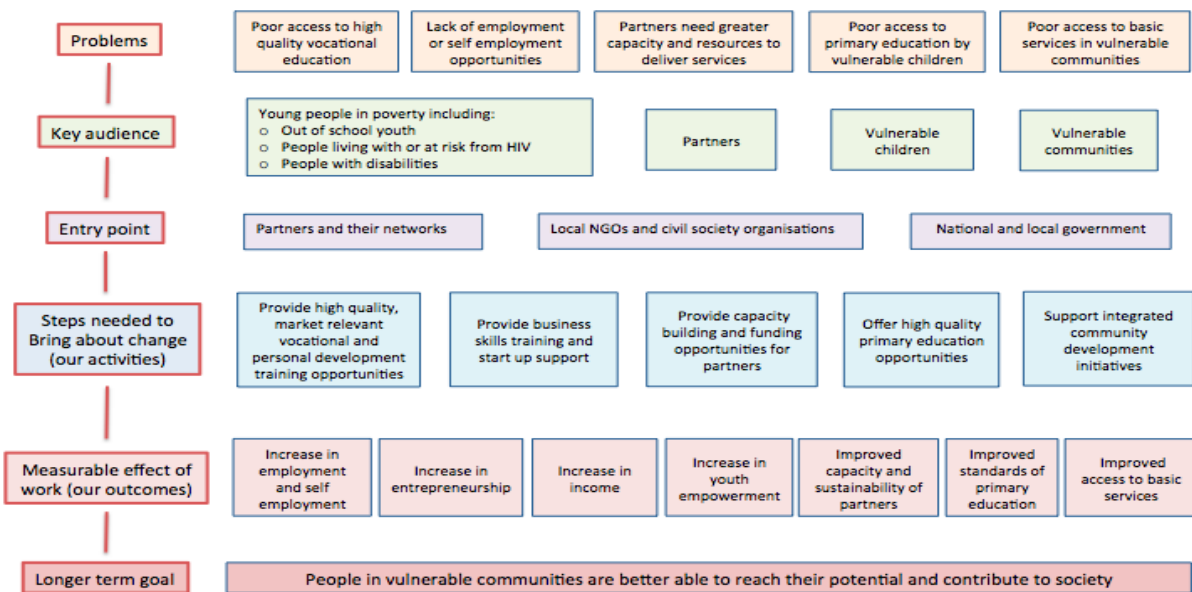
1. Young people and OVC are born into poverty or close to the poverty line and struggle to break the generational poverty cycle. This is especially true in rural areas where youth are also impacted by climate change;
2. Mozambique's economy has not developed in a balanced way nor is it sufficiently diversified to provide enough jobs for youth. There are no social safety nets. Youth must undertake largely unproductive agriculture work, or make a living in the informal economy;
3. The education system (formal and non-formal) in Mozambique is of a low standard and is not preparing youth to overcome the challenges they face around (self) employment, income generation and personal development. Those who are poor face challenges accessing education which prevents development of numeracy and literacy skills. Access to education in rural areas is an issue;
4. The prevalence of HIV/AIDS places young people at high risk, especially young women in urban areas;
5. Young women in rural areas are at high risk of early marriage, which has negative consequences for their development;
6. Access to safe and sustainable water sources in rural areas is a priority for communities;

4. Poverty Reduction Analysis

Our development approach is rooted in partnership and we aim to achieve sustainable development outcomes through the following **strategies** – (i) funding support to partner programmes, with a focus on components that add value and target those most in need; (ii) volunteering; (iii) capacity building at partner level; and (iv) advocacy to link micro level outcomes to the meso and macro level.

Our work in Mozambique is coherent with our organisational level Theory of Change. This work is underpinned by the belief that *"sustainable human development cannot be achieved without decent work and living wages. Income losses and joblessness diminish human and social capital ... and contribute to long-term and intergenerational poverty and inequality, weaker resistance to shocks, and weaker social cohesion"* (UNDP Youth Strategy, pg.13). SERVE's "Thematic Approach to TVET" framework argues that *"lack of access to dignified employment and income generating opportunities cut right to the heart of the development agenda ... in the developing world, lack of 'work' creates a huge vacuum which allows other development problems to flourish"*.

SERVE's Organisational Level Theory of Change



Economic and emotional **resilience** is central to the sustainability of our development results. The UNDP Youth Strategy says that "*youth are agents for community resilience ... Early action to stabilise their livelihoods builds resilience and supports social cohesion*" (pg 3). Our work with Young Africa will increase the self-generated incomes of young people so they have greater access to food, basic services and assets, which are essential components of **economic resilience**.

Life skills education will have an important role to play in building **emotional resilience** for OVC and young people enrolled in TVET programmes. The values that a young person lives by, their self-confidence to make empowered choices and their sense of responsibility to society plays a major role in responding to shocks and stresses. SERVE and Young Africa have worked together to develop Life Skills resources which set out work plans focused on HIV/AIDS awareness, assertiveness, gender awareness, empathy, problem solving, media awareness, human rights, domestic violence and leadership.

SERVE will seek opportunities to incorporate **best practice youthwork training** into programmes. Extensive research has shown that "*youth work programmes not only affect young people's skills and social capital, but they also have a positive influence on their behaviours*". It can develop the following skills and competencies - self-efficacy, motivation, self-determination, social confidence, resilience, clear and positive identity and a health standard of behaviour (Working with Young People: The Value of Youthwork in the EU, European Commission Youth, pg 138-139).

5. Targets & Objectives

Our development targets and objectives are set out in our organisational level Results Based Framework contained in our Strategic Plan 2017-2021. The **outcome level** targets and objectives for Mozambique include: {PLACEHOLDER FOR THE MOMENT, MAY HAVE TO LAYOUT DIFFERENTLY FOR SPACE REASONS}

ZIMBABWE PROGRAMME GOAL - People in vulnerable communities have greater resilience, are better able to reach their potential and contribute to society								
OUTCOME 1	Outcome Indicator 1 - Quantitative		Baseline	2017	2018	2019	2020	2021
Increase in employment levels (formal & informal) and increase in income amongst TVET graduates by 2021	% of young people that are actively employed in formal and informal sectors after graduating from YA <i>* Baseline is from community youth not in YA programme & youth prior to enrolling at YA ^ Gender profile relevant for all subsequent baseline information</i>	Planned	Zimbabwe: 34% community youth unemployed (F:45%, M:45%; 15-19 yrs: 30%; 20-24 yrs: 46%; 25 yrs+: 24%)	Zimbabwe: 75% YA grads employed	Zimbabwe: 80% YA grads employed	Zimbabwe: 85% YA grads employed	Zimbabwe: 85% YA grads employed	Zimbabwe: 85% YA grads employed
		Achieved						
	Source							
	Baseline: SDP II Needs Analysis (March 2016) Monitoring: (i) SERVE/YA Income & Employment Assessment Tool, collected at beginning of course & 6-18 months post course;							
	Outcome Indicator 2 - Quantitative		Baseline	2017	2018	2019	2020	2021
	% change in weekly income profile for TVET graduates	Planned	Zimbabwe: No Income: 51%; \$1-\$20: 42%. Age/Gender profile as above	Zimbabwe: No Income:10%; \$1-\$20: 600%; \$20+: 30%	Zimbabwe: No Income:10%; \$1-\$20: 60%; \$20+: 30%	Zimbabwe: No Income:10%; \$1-\$20: 50%; \$20+: 40%	Zimbabwe: No Income:10%; \$1-\$20: 40%; \$20+: 50%	Zimbabwe: No Income:10%; \$1-\$20: 30%; \$20+: 60%
		Achieved						
	Source							
	Baseline: SDP II Needs Analysis (March 2016) Monitoring: SERVE/YA Income & Employment Assessment Tool, collected at beginning of course & 6-18 months post course							
OUTCOME 2	Outcome Indicator 1 - Quantitative		Baseline	2017	2018	2019	2020	2021
Increase in self-employment levels and increase in income amongst TVET graduates by 2021	% of programme graduates that are in self-employment <i>Baseline is from community youth not in YA programme & youth prior to enrolling at YA</i>	Planned	Zimbabwe: 11% of community youth/graduates self employed (F:45%, M:45%; 15-19 yrs: 30%; 20-24 yrs: 46%; 25 yrs+: 24%)	Zimbabwe: 15%	Zimbabwe: 20%	Zimbabwe: 25%	Zimbabwe: 30%	Zimbabwe: 30%
		Achieved						
	Source							
	Baseline: SDP II Needs Analysis Monitoring: SERVE/YA Income & Employment Assessment Tool, collected at beginning of course & 6-18 months post course							
	Outcome Indicator 2 - Quantitative		Baseline	2017	2018	2019	2020	2021
	% change in weekly income profile for TVET graduates <i>* At present we use the income profile of all youth who participated in SDP II Needs Analysis for the baseline. As SDP II develops, we will capture baseline information specific</i>	Planned	Zimbabwe: No Income: 51%; \$1-\$20: 42%,	To be developed specifically for microcredit recipients	To be developed specifically for microcredit recipients	To be developed specifically for microcredit recipients	To be developed specifically for microcredit recipients	To be developed specifically for microcredit recipients
		Achieved						
	Source							
	Baseline: SDP II Needs Analysis Monitoring: SERVE/YA Income & Employment Assessment Tool, collected at beginning of course & 6-18 months post course							
	Outcome Indicator 3 - Quantitative		Baseline	2017	2018	2019	2020	2021
	Microcredit repayment rates	Planned	Zimbabwe: 60%	Zimbabwe: 65%	Zimbabwe: 70%	Zimbabwe: 75%	Zimbabwe: 80%	Zimbabwe: 85%
		Achieved						
	Source							
	Baseline: SDP 1 Monitoring Data, 2015 Monitoring: Young Africa Microcredit Records (verified by SERVE)							

6. Risk Analysis & Assumptions

SERVE's organisational level and programme level risk registers address issues of risk at country level under the following headings - financial, strategy & governance, operational risks and partner risks. The full risk registers are available from SERVE. Briefly, the main risks that are relevant to our work in Mozambique are:

Category	Risk	Likelihood/Impact	Mitigation Strategy
Financial	Fraudulent activity by partner	Low/High	1. Development of a fraud policy and maintenance of fraud register; 2. Development of a whistle blowing policy, shared with partners; 3. Increase the number of 'Mango Health Check' Tests; 4. Improved monitoring of audit reports which are mandatory
	Programme funding controlled & misused by non SERVE partner, due to local sub-granting	Low/High	1. Request full disclosure on control of funds/local sub-granting from partners in advance of transferring funds 2. In case of sub-granting, clear contract which makes SERVE partner liable for any loss
Strategy & Governance	Weak governance structures at Mozambican partners	Low/Medium	1. Ensure partners have robust governance manuals with performance metrics; 2. Support training, build capacity in governance for partners; 3. Make Governance a standing item for monitoring visit ToRs
Operational	Unstable security situation affects SERVE staff/LTVs or STVs based in country	Medium/High	1. Ongoing security review with local partners; 2. Review of DFA/Foreign Office Travel Advice; 3. Contingency plan for removal of staff at short notice and placement with partners in neighbouring countries
	Failure in compliance around Child Protection	Medium/High	1. Review of Child Protection Policies/Standards with Mozambican partners; 2. Build capacity in child protection through externally and internally facilitated training programmes;

BMI Analysis of key risk finds that:

- Mozambique is vulnerable to adverse weather specifically too much or too little rain and this will continue to pose a risk to the agriculturally-based economy;
- The security situation poses a major threat to economic growth, the external accounts and government revenue as a significant deterioration would likely lead to reduced foreign investment inflows;
- A failure to address deficient infrastructure is a pressing risk to the Mozambican economy. Transport infrastructure in particular is currently inadequate to get Mozambique's natural riches to international markets.

Our Country Strategy for 2017 to 2021 is based upon the following **assumptions**:

1. The security situation in Mozambique improves and allows for strategic programming and free movement of partner personnel and SERVE staff/volunteers;
2. The Mozambican economy continues to grow, but in a more balanced way, and allows for formal job creation for young people;
3. The severe drought affecting rural areas in 2015 & 2016 eases, allowing rural youth more time to complete formal and non-formal education

7. Exit Strategies

SERVE is guided by our **Exit Strategy for Partnerships Policy** which outlines our approach to Handover, Transition or Exit of partnerships. In the normal course of partnerships, the exit criteria we use includes:

- (i) Time Limit: All programmes and projects have a time limit dictated by availability of resources or funding cycles. If a programme or project comes to a natural end, the question of partnership exit is considered;
- (ii) Achievement of partnership goals: If a partnership has been successful and has achieved its aims and there is no further work to be done, the question of partnership exit is considered;
- (iii) Achievement of programme goals: Measurable indicators or identified steps in the graduation process of an exit strategy. This is linked to specific programmes that are to be phased out or over;
- (iv) Cancellation: When a programme is no longer viable or sustainable e.g. local partner personnel no longer able to do the work, unable to get funding for countries not on list of Least Developed Countries/Fragile States

It is our intention to work with our current partners in Mozambique for the duration of this Country Strategy. If none of the above criteria are activated, we will review partnerships in the final year of the Country Strategy.

8. Donor Profile

We aim to maintain funding for Mozambique from the current donors:

1. Irish Aid
2. Mísean Cara
3. Electric Aid
4. Edmund Rice Trust
5. Teaching Unions within Ireland
6. SHARP

We aim to secure funding for Mozambique from the following new donors:

1. Bank of Ireland Third World Fund
2. DFID, Comic Relief & other UK Institutional Donors

3. UK Trusts
4. EU funding sources
5. Explore Consortium funding opportunities with NGOs within our network in Ireland, the Netherlands, Spain and Germany

9. Further Reading -

Available at <http://www.serve.ie/our-work/serve-development-programme-2012-16/>

1. SERVE's Strategic Plan 2017 - 2021
2. SERVE's Thematic Approach to TVET
3. SERVE & Young Africa Needs Analysis, March 2016