

"This program [Obra] has enriched our knowledge in forming partnerships between government agencies, business and local NGOs; starting with a cohesive base, building confidence, formulating strategies and producing concrete results."

— Karen Towers, Education Advisor at USAID's Bureau for Latin America and the Caribbean

Multi-Sector Partnerships Producing Major Dividends

Youth:Work Model Key to Leverage and Sustainability

Over the past decade, the strategy of building public-private partnerships and leveraging additional resources and know-how in a purposeful way—particularly at the local level—has become central to how the International Youth Foundation (IYF) operates in communities around the world. For IYF, the benefits of working more closely with local governments and businesses have become increasingly clear. Especially over the past few years, we've seen how this strong local "buy in" helps ensure our work is more effective in meeting the real needs of the community, encourages innovative strategies, and has more lasting impact. It also means that the local job training institute, trade association, or call center that supports these youth-focused initiatives has a real stake in their ongoing success. And of course the additional resources—whether in-kind or in cash—allow the program to reach more young people. Furthermore, IYF's approach of building public-private partnerships and empowering local governments and civil society

organizations aligns with and advances the "USAID Forward" global strategy.

IYF's global **Youth:Work** (YW) initiative is a powerful example of how this local leverage strategy adds value. To date, the leverage (both cash and in-kind) raised at the Associate Award level among all YW programs has reached nearly US\$20 million. Just as importantly, we've learned how YW's community-level efforts promote long-term sustainability, greater capacity building, and ultimately, better results.

On the next page, we highlight four *Youth:Work* initiatives as examples of how working with local companies and governments—and leveraging their resources and expertise—is not only generating new opportunities for youth but also brokering key relationships and facilitating the sharing of best practices with the broader development community.

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Photograph courtesy Carlo Arze

It's graduation day for the first class of young people who enrolled in *Youth:Work Mexico's* life skills and employability program in Ciudad Juarez. To date, more than 1,300 of the city's youth have benefitted from the training.

ABOUT YOUTH:WORK

Youth:Work is a Global Development Alliance (GDA) Leader with Associates (LWA) assistance mechanism that USAID and other U.S. government agencies can utilize to access the youth employability programs, services and expertise of the International Youth Foundation (IYF).

Through the central Leader award, *Youth:Work* also promotes cross-project learning; targeted training and capacity building; rigorous monitoring and evaluation; support for partnership and leverage development; and other special initiatives.

USAID bureaus and missions may develop an Associate Award in a straightforward and rapid manner through the steps below:

- **Designate an Activity Manager** who will serve as AOR when the award is signed;
- **Develop a Program Description**, in collaboration with IYF, as desired;
- **Clear the Program Description** with *Youth:Work* Leader AOR (Patricia Flanagan, USAID/I&E, pflanagan@usaid.gov);
- **Send the Program Description to IYF** for proposal development (Missions may continue collaboration with IYF during process if desired);
- **Review and Approve IYF's Proposal** and provide comments to the Agreement Officer. (Missions may continue collaboration with IYF during this process); and
- **Make an Associate Award to IYF.**

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LATIN AMERICA & THE CARIBBEAN A two-year initiative launched in 2009 by IYF, USAID, and the Bureau of Western Hemisphere Affairs of the State Department, *Obra* sought to generate new educational and employment opportunities that would address critical needs and inspire hope among vulnerable youth in Latin America and the Caribbean. By the end, *Obra* provided over 1500 vulnerable youth with life skills, employment and/or educational training.

In each of three regions—Central America, the Caribbean and South America—*Obra* helped build an alliance of public, private and nonprofit stakeholders to address significant issues facing youth in that region—recruiting over 60 local partner institutions dedicated to increasing support for the region's at-risk youth. Partners ranged from local chambers of commerce, banks, and NGOs to ministries of education and learning institutes. The initiative also leveraged USAID's initial US\$2 million investment with nearly US\$4 million in new contributions. Almost 60 percent of that support was generated by the business community, including the Private Sector Organization of Jamaica (PSOJ), which contributed some US\$1.3 million in "in kind" support. Citibank and Bank of Nova Scotia were among the other companies who contributed. Through these collaborations, *Obra* also began to serve as a valuable clearinghouse for sharing information, resources, and best practices in innovative youth programming across the region, and opened up a new level of constructive political discourse and public awareness around youth issues. Karen Towers, an Education Advisor at USAID's Bureau for Latin America and the Caribbean who worked with *Obra* noted: "This program has enriched our knowledge in forming partnerships between government agencies, business and local NGOs; starting with a cohesive base, building confidence, formulating strategies and producing concrete results."

To carry out its mission of helping young people in Ciudad Juarez and Tijuana stay in school and become economically engaged in their communities, *Youth:Work Mexico* (YWM) is working closely with local companies and private sector associations to expand such opportunities. For example, *Fundacion del Empresariado Chihuahuense*—a business coalition—has contributed more than US\$465,000 to support YWM's after-school and summer-school programs. "More companies are recognizing that these challenges—at-risk youth, youth violence, and youth unemployment—are critical issues for the private sector, and that they need to be part of the solution," says Peter Shiras, Executive Vice President at IYF.

The activities taking place under the umbrella of YWM are in turn helping to inspire collaborative efforts in other parts of the country. In Monterrey, a similar coalition of business leaders, led by CEMEX—a global building materials company—is now taking a leadership role in addressing these challenges. CEMEX was a founding corporate partner in the New Employment Opportunities for Youth Initiative (NEO)—established in 2012 with the support of IYF and other leading companies such as Microsoft, Walmart, Caterpillar, and McDonalds. Its goal is to prepare one million youth across Latin America and the Caribbean for decent jobs over the next ten years. Explaining why her company joined NEO, Martha Herrera-Gonzalez, Director of CSR at CEMEX responded: "We wanted to work with a strong, long-term alliance that has a real impact; we wanted to engage with youth; we wanted to grow as a company, and to do that we need a prosperous community and motivated youth." In Mexico, NEO will take key lessons learned from programs like YWM to more systematically promote and scale second chance opportunities among underserved youth.

MIDDLE EAST As IYF's largest YW program, *Youth for the Future* (Y4F), [formerly *Youth:Work Jordan*,] illustrates the scale of leverage that is possible when cross-sector collaboration is a significant priority. A five-year initiative, Y4F aims to improve employability practices and policies, strengthen youth-serving organizations and engage youth in developing their communities. The program has so far forged more than 70 local alliances with public, private, and youth-serving sectors—resulting in additional contributions of nearly US\$8 million to reach program goals. The business community in Jordan has contributed nearly US\$2 million that, for example, has helped support hospitality training and career counseling, scholarships, training infrastructure and learning events. Contributors include hotels and resorts, factories, businesses, global companies, and media outlets. Substantial contributions have also been received from the public sector. For example, Jordan's Development Employment Fund has provided loans for young entrepreneurs while the Ministry of Labor and the Higher Council of Youth have contributed staff, training subsidies and outreach support for leadership and vocational training centers.

Other public and private partners are complementing and reinforcing Y4F goals. For example, Caterpillar's *EquipYouth* program is providing US\$750,000 to improve the livelihoods of 750 unemployed Jordanian youth by providing technical and life skills training and job placement support. Starbucks, as part of its global initiative to promote youth leadership, has provided US\$930,000 to establish and support Badir—a *YouthActionNet*® Institute in Jordan—thus strengthening IYF's commitment to civic engagement.

SUB-SAHARAN AFRICA A key part of *YouthMap's* efforts to better understand and address the challenges facing Africa's young people is its Innovation Fund, designed to provide seed capital that can mobilize additional resources for innovative efforts responding to young people's needs, as identified in *YouthMap* assessments. The assessments conducted in Senegal, Uganda and Mozambique, for example, found that while the issue of citizenship—ensuring young people have a voice in their communities—is of growing importance to Africa's youth, they are feeling high levels of marginalization and frustration.

In response, IYF decided that a portion of *YouthMap's* Innovation Fund would be allocated to foster youth leadership in Africa—by supporting two youth leadership institutes, using IYF's *YouthActionNet*® program model. The idea resonated among other stakeholders concerned about African youth, with The MasterCard Foundation, for example, contributing US\$250,000 to support the initiative. Each regional program—one to operate out of Senegal for Francophone countries and the other out of Uganda for Anglophone countries—will equip 50 young people with leadership and social innovation skills, build the capacity of and support 50 youth-led social innovation ventures, and provide small financial awards to enhance those youth-led efforts. These programs will also have access to the global knowledge and networks created by multiple funders including the Sylvan Laureate Foundation.

One of the greatest challenges facing governments, the private sector, and civil society today is to ensure the world's 1.2 billion young people become healthy, productive and civically engaged citizens. Building strong multi-stakeholder alliances, leveraging resources and innovation, and strengthening the capacity of our local partners, is a powerful strategy that helps expand our efforts to empower young people and also reflects the urgency and scope of our task ahead. »

PROGRAM UPDATES

CARIBBEAN **YOUTH** EMPOWERMENT
A YOUTH:WORK PROJECT

Launched in 2008, the *Caribbean Youth Development Program* (CYEP) equips vulnerable Caribbean youth, ages 17 to 25, with the technical, vocational, and life skills needed to develop sustainable livelihoods. In July 2011, USAID awarded IYF with an additional grant of US\$2.5 million to scale up activities in Antigua and Barbuda, Grenada, and St. Lucia. For more information, please visit [CYEP's program page](#).

Last Fall, CYEP celebrated two launch events. The October 10, 2012 Grenada event attracted Grenada's Minister of State as well as top representatives from USAID, the Peace Corps, and the business and civil society community. The November 9, 2012 St. Lucia launch showcased the Honorable Dr. Kenny D. Anthony, St. Lucia's Prime Minister, and Mark Feierstein, USAID Assistant Administrator for the Bureau of Latin America and the Caribbean, along with government, business and youth leaders.

At the St. Lucia event, Daniel Smolka, USAID Mission Director of Barbados and Eastern Caribbean, said: "[We] are excited and honored with the growth of the consortium focusing on vulnerable youth under CYEP Phase II in Saint Lucia.

We anticipate that the partnership consisting of government, the private sector and civil society organizations will continue to grow—drawing on the expertise, energies and commitment of each contributing partner to address the challenges of youth and their positive contributions to citizens' security."

Continuing to pursue a rigorous learning agenda, the program hosted multiple workshops for each partner organization in such areas as internship and job placement guidance, as well as training sessions on experiential learning, effective lesson planning, and classroom management.

As part of an upcoming case study highlighting the program's support mechanisms for incarcerated youth participants, the CYEP team interviewed government, NGO, and private sector leaders as well as CYEP participants and graduates, some of whom still reside at the Bordelais Correctional Facility. Here's how one graduate describes his experience: "When I got my certificate [in the culinary arts], I felt hope in the future for the first time; before, nothing really mattered." The study's preliminary findings will be presented at the CYEP Regional Conference in June. ➤



Youth for the Future (Y4F), formerly *Youth:Work Jordan*, is a five-year initiative that seeks to improve the life and job prospects of highly vulnerable youth in partnership with USAID, the Government of Jordan, and well-respected national and local organizations.

Now in its fourth year, Y4F continues to emphasize scaling its successful interventions and employability models to a national level. In partnership with the Ministry of Labor, Y4F focuses on program implementation and capacity-strengthening at vocational training centers and one-stop-shop career centers throughout Jordan. Over 18,000 job seekers attended the job fair hosted by Y4F and the Ministry of Labor in February 2013. More than 8,000 youth submitted applications and many were hired as a result of connections made at the job fair.

To support the program's mission to create an enabling environment with a greater capacity to serve at-risk-youth, Y4F launched Jordan's first ever professional youth worker training program



Mohammad Abdullah learns about car repair as well as time management and effective communications as part of his vocational and life skills training with Y4F in Jordan.

in the Fall of 2012 to build awareness around working with youth as a profession and developing capacity in the field. Designed to foster a cadre of professionally-trained youth workers, the program increases trainees' competencies and effectiveness in positive youth development. The pilot program began in October, and Y4F anticipates a nationwide roll-out later in 2013.

For more information, please visit [Youth for the Future's program page](#). »

YOUTH:WORK

trabajando con los jóvenes de México

Launched in 2010, **Youth:Work Mexico** (YWM) is a three-year US\$3 million initiative in Ciudad Juárez and Tijuana to help at-risk youth stay in school, create safe spaces, strengthen and expand after-school and summer programs, and provide youth with employability opportunities.

YWM, which officially closes out this June, has to date reached 8,947 youth from Ciudad Juárez and Tijuana who have benefitted from its summer and after-school activities and employability efforts. Of these, 1,313 youth participated in a seven-week employability training workshop in 14 community centers located in vulnerable or marginalized "colonias" throughout Ciudad Juárez. An additional 141 youth participated in similar activities in Tijuana. In both cities, the program workshops combined employability training with life and technical skills training.

In February 2013, the YWM team traveled to the state capital of Chihuahua to present the program's employability initiative to the mayor. This conversation, as well as talks with regional business associations, have resulted in requests for proposals to scale the program and broaden its regional reach beyond Ciudad Juárez and Tijuana. The life skills and employability manual YWM plans to release this Spring will serve as the curriculum for the regional scale up. The manual documents three years of best practices, lessons learned, and tools needed to support a successful youth employability initiative.

In the last four months, the program celebrated five graduations in the two cities. Apart from the youth and their families, the graduations included representatives from local partner organizations and businesses as well from USAID and the Mexican Embassy.



A mentor from the *Youth:Work Mexico* program works with one of her students on strengthening his remedial skills. To date, the program has reached more than 8,900 youth through a range of after school and job training opportunities.

A recruitment fair preceded each graduation, allowing graduates the opportunity to engage with prospective employers.

Please visit [Youth:Work Mexico's program page](#) for more information. »

YOUTH ENTREPRENEURSHIP DEVELOPMENT | برنامج تعزيز الريادة الشبابية

Launched in September 2010, **Youth Entrepreneurship Development** (YED) is a four-year US\$15 million program created to improve employability and entrepreneurship opportunities for young Palestinians and support the Palestinian National Youth Strategy 2011-2013.

Since October 2012, YED has awarded seven new grants: three renewal grants, two grants to new partners to implement career counseling in secondary schools throughout the West Bank, and two grants to implement service learning programs.

Overall, YED has awarded nearly US\$1.5 million to youth-serving institutional partners to support employability, entrepreneurship, service learning, and career guidance projects for youth. After completing entrepreneurship and life skills training at Palestine Polytechnic University, 25 participants competed in a business plan competition. The three enterprises selected for further development were: The National Factory for Oil Recycling, to recycle motor oil

for re-use; Décor Art, an interior design company; and Candle Carving, which will produce candles decorated with traditional carvings for sale in the tourism industry.

IYF also oversaw the adaptation of *Passport to Success*® (PTS) to fit the Palestinian context to provide life skills training to university students. Thirty-five lessons were adapted through the help of a local advisory committee which discussed and approved the lessons.

By March 2013, the remaining lessons will be adapted and all related Arabic language documents finalized. YED trained six local trainers on the PTS curriculum who were coached by two PTS Master Trainers from IYF's *Youth:Work* program in Jordan. The local trainers will soon be certified to deliver PTS and will then begin working with youth.

Please visit [YED's program page](#) for more information. »

YOUTHMAP

YouthMap is a four-year US\$10 million program to assess youth circumstances, build the capacity of youth-serving agencies, and support innovative youth development programs in up to eight countries in Sub-Saharan Africa.

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YouthMap is currently working with USAID to conduct its fourth and fifth assessments in Tanzania and the Democratic Republic of Congo. IYF is collaborating with local research firms to collect input and recommendations from young people and other key informants from public, private, civil society, and donor organizations. The results will be available in the fall.

The *YouthMap* Innovation Fund has two new programs underway. IYF is partnering with Restless Development Uganda to implement a partnership-based internship program that will provide skills training, internship experience, mentoring, job placement and enterprise development support to 100 Ugandan youth from disadvantaged backgrounds. The first cohort of youth participants began training in April 2013 and will enter their internships in May. In Senegal, IYF is partnering with Synapse Center to launch an agriculture-focused youth employability and entrepreneurship program. This program was discussed at the Ideas4Work: Youth Employability and Entrepreneurship in Africa conference in Dakar, Senegal in January 2013. ([Watch the conference stream here.](#))

YouthMap is also supporting the development of two new *YouthActionNet*® Leadership Institutes to be based in Senegal and Uganda [please see article on page 3].

For more information, please visit [YouthMap's program page](#). »

Jasa.kg

Launched in March 2011, **Jasa.kg** is a four-year US\$4.2 million civic engagement and workforce development project designed to catalyze a generation of young people to actively engage in building a stable, prosperous and democratic Kyrgyzstan.

The program has recently completed a tracer study comparing three models developed to address *Jasa.kg's* core initiative of cultivating youth leadership skills. Each model approaches leadership from a different angle. The leadership for civic engagement model hosts 22 youth volunteer clubs. Youth of Osh and Interbilim, *Jasa.kg's* partners, oversee the clubs and conduct *Passport to Success*® (PTS) life skills training. In addition, this model trains youth on club organization and management, teambuilding, social project development, fundraising for sustainable development, conflict prevention, and non-violent communication. The goal is for each training to lead to the creation and implementation of a youth-led community service project.

The leadership for entrepreneurship model hosts 30 youth entrepreneurship clubs, which deliver business development trainings that focus on organizational skills, teambuilding and fundamental business and entrepreneurship skills, with the goal of encouraging youth

to start their own small businesses. Finally, the Summer School of Democracy (SSD) model, designed for youth with more leadership experience, provides participants with an intensive program focused on democracy and its institutions, as well as critical thinking, acquisition of new knowledge and skills and exchange of experience. SSD youth have the opportunity under *Jasa.kg* to utilize these skills as mentors for younger, less-experienced program participants.

The study compares each of these approaches and examines the impact of each model. In total, 263 youth shared their observations and insights as focus group participants across the program's target regions in Kyrgyzstan (new settlements in Bishkek, Kara Balta, Osh and Jalal-Abad). The program submitted its findings in a report to USAID. A follow-up survey in early 2013 will blend quantitative data with focus group findings.

For more information please visit [Jasa.kg's program page](#) or for regular program updates please visit [Jasa.kg's Facebook page](#). »



A five-year US\$3.6 million program, **Tanzania Youth Scholars** (TYS) seeks to equip 1,800 orphans and vulnerable children (OVC) with educational scholarships and livelihood opportunities to help them reach their full potential.

In recent months, TYIS has continued its scholarship support to 300 female secondary school students in collaboration with its partner Camfed. In addition, the program provided vocational training to male and female OVCs in a variety of subjects. In December, 255 OVC completed three- to six-month-long vocational training courses in trades such as carpentry, hotel management, tailoring, and auto-mechanics delivered by local organizations KIWOHEDE and the Vocational Education and Training Authority (VETA). Meanwhile, an additional 198 youth are participating in a three-year vocational training program at VETA centers in five regions. All youth received training in life skills, HIV awareness education, and reproductive health. As part of their vocational training, youth receive courses in entrepreneurship to help them be more prepared to explore business opportunities with their new skills. As a result of the training, many OVC took



(left) 20-year-old CYEP trainee, Shaquille Lewis, gains experience in yacht maintenance as part of the program's job training program in Antigua. (right) Youth volunteers rehabilitate a rundown building in Aravan, Kyrgyzstan, as part of a community service project supported by Jasa.kg.

“When I got my certificate [in the culinary arts], I felt hope in the future for the first time; before, nothing really mattered.” — CYEP program participant

a look at new income-generating opportunities. One 18-year-old from Dar es Salaam said: “My training in soap and candle making at VETA gave me the skills set to be both an entrepreneur and a teacher for others in my community that afford me the opportunity to make a decent wage.”

Improving partner capacity to provide life skills and psycho-social support to OVC continues to be a priority area, with IYF providing ongoing technical support to its local partners.

To learn more, visit [TYS's program page](#). »

idmaj

Working in cooperation with the U.S. Embassy in Algiers, USAID and stakeholders from the public, private, and civil society sectors in Algeria, **IDMAJ** (formerly Algeria Youth Opportunity Program) offers youth opportunities in the areas of employability, entrepreneurship, and civic engagement. The program builds on initiatives developed by the Algerian government and provides youth access to comprehensive and inclusive programs and services, while better preparing government agencies with the tools necessary to interact positively with the young people they serve.

During the second half of 2012, IYF continued talks with the U.S. Embassy in Algiers, USAID, and other stakeholders to discuss program implementation strategies and launch options. In October 2012, the program hosted its first *Passport to Success*® (PTS) [IYF's life skills curriculum] Training of Trainers in the pilot region of Annaba.

Stakeholders continue to work together to draft a Memorandum of Understanding that takes the

IDMAJ model of program implementation and scales it up to address youth needs in four regions across Algeria. The program, in collaboration with the Ministry of National Solidarity and Family and others, will provide life, technical, and language (French in the workplace) skills training to youth enrolled in government services. Civil servants will also receive training on how to improve youth-targeted services. »

Youth:Work Mozambique

Youth:Work Mozambique (YW Moz), a three-year US\$1.2 million initiative that began in January 2012, provides livelihoods training and opportunities for orphans and vulnerable children (OVC), HIV-positive youth who are receiving anti-retroviral treatment, and caregivers who are supporting HIV-affected households.

While YW Moz originally targeted technical training related to the tourism sector in Pemba, based on local assessment findings the program decided to broaden its scope to offer a fuller package of livelihoods training, including life skills. In addition, the target location for activities was changed to Maputo, one of Mozambique's high-prevalence provinces for HIV infection. Local implementation partners are currently being identified with an eye to starting in Spring 2013.

For more information, please visit [Youth:Work Mozambique's program page](#). »

ZIMBABWE:WORKS

Launched in June 2012, **Zimbabwe:Works** (ZW) is an 18-month program that focuses on building job and life skills through employability and entrepreneurship training courses, improving

employment and enterprise development opportunities, and promoting civic engagement for Zimbabweans.

A recent Labor Market Rapid Appraisal (LMRA) and other local research reveal that Zimbabwe's economic growth, though stable since 2009, remains slow. Although formal sector growth is in decline particularly outside the capital of Harare, business owners working in the informal sector make decent wages and anticipate future growth. The LMRA also highlights a gap between the technical and life skills currently being taught in training and vocational institutes across the country and the skills needed to access formal sector job opportunities. In addition, the study reveals negative perceptions held by employers and communities regarding young people, which adds to the challenges youth face as they look for employment.

In response, ZW developed a program that focuses on three goals: 1) increase the number of youth initiating enterprises, 2) expand the number of youth trained to address the needs of Zimbabwe's job market and 3) empower youth to become civically engaged advocates for their communities. Since September 2012, ZW has partnered with and started to issue program grants to ten organizations working across ten geographic zones. The partner organizations include enterprise development training institutions, vocational schools, a microfinance institution, soft skills training providers, and business associations. In March 2013, ZW hosted two capacity building workshops for partner organizations. The first workshop covered grants management and Monitoring and Evaluation while the second reviewed *Passport to Success*® (PTS), IYF's life skills training program. The program anticipates more than 5,000 Zimbabweans will benefit from these efforts.



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