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# **PARTNERSHIPS FOR YOUTH EMPLOYMENT**

A review of selected community-based initiatives

Peter Kenyon

Youth  
Employment  
Programme

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## Preface

The primary goal of the ILO is to contribute, with member States, to achieve full and productive employment and decent work for all, including women and young people, a goal embedded in the ILO Declaration 2008 on *Social Justice for a Fair Globalization*,<sup>1</sup> and which has now been widely adopted by the international community.

In order to support member States and the social partners to reach the goal, the ILO pursues a Decent Work Agenda which comprises four interrelated areas: Respect for fundamental worker's rights and international labour standards, employment promotion, social protection and social dialogue. Explanations of this integrated approach and related challenges are contained in a number of key documents: in those explaining and elaborating the concept of decent work,<sup>2</sup> in the Employment Policy Convention, 1964 (No. 122), and in the Global Employment Agenda.

The Global Employment Agenda was developed by the ILO through tripartite consensus of its Governing Body's Employment and Social Policy Committee. Since its adoption in 2003 it has been further articulated and made more operational and today it constitutes the basic framework through which the ILO pursues the objective of placing employment at the centre of economic and social policies.<sup>3</sup>

The Employment Sector is fully engaged in the implementation of the Global Employment Agenda, and is doing so through a large range of technical support and capacity building activities, advisory services and policy research. As part of its research and publications programme, the Employment Sector promotes knowledge-generation around key policy issues and topics conforming to the core elements of the Global Employment Agenda and the Decent Work Agenda. The Sector's publications consist of books, monographs, working papers, employment reports and policy briefs.<sup>4</sup>

The *Employment Working Papers* series is designed to disseminate the main findings of research initiatives undertaken by the various departments and programmes of the Sector. The working papers are intended to encourage exchange of ideas and to stimulate debate. The views expressed are the responsibility of the author(s) and do not necessarily represent those of the ILO.

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<sup>1</sup> See [http://www.ilo.org/public/english/bureau/dgo/download/dg\\_announce\\_en.pdf](http://www.ilo.org/public/english/bureau/dgo/download/dg_announce_en.pdf)

<sup>2</sup> See the successive Reports of the Director-General to the International Labour Conference: *Decent work* (1999); *Reducing the decent work deficit: A global challenge* (2001); *Working out of poverty* (2003).

<sup>3</sup> See <http://www.ilo.org/gea>. And in particular: *Implementing the Global Employment Agenda: Employment strategies in support of decent work*, "Vision" document, ILO, 2006.

<sup>4</sup> See <http://www.ilo.org/employment>.

## Foreword

One of the goals of the ILO Youth Employment Programme (YEP) is to broaden the practitioner knowledge base on youth employment. There is currently a significant demand from stakeholders to understand the real impact of interventions in this domain. As systematic evaluation of programmes and policies is often lacking, and the number of activities taking place is massive, there is a clear need to shed further light on good practices.

This study tries to address this demand by focusing on a niche of interventions of particular interest for the ILO and its constituents: local public-private partnership. It presents eleven employment initiatives carried out with both private sector and community support, selected for their relevant employment-generation content, their geographical diversity and their ability to be replicated elsewhere. The work emphasizes the key elements of success and, in each case, their improvable aspects. It also sums up the key lessons to be learned based on the full collection of experiences.

Beyond case-specific learning elements, a series of features seem to be relevant for most of the experiences and they reaffirm the validity of some of the elements the ILO considers pivotal in its approach to the youth employment problem. Among those are the importance of multi-stakeholder participation, the value of providing young people with a range of services, the relevant contributions that governments may provide, combined with the need to ensure the sustainability of any initiative, and, finally, the benefits of an integrated approach, combining demand-and supply-side interventions in targeted sectors.

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## Abbreviations

AA	Artisans d'Angkor
ACC	Area Consultative Committee
CCP	Corporation of the City of Panaji
CEFP	Chantiers – Ecoles de Formation Professionnelle
CoWA	Companionship of Works Association
DEWR	Department of Employment and Workplace Relations
IBLF	International Business Leaders Forum
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
IH	Institute de Hospitalidade
ILO	International Labour Organization
IYF	International Youth Foundation
MIF	Multilateral Investment Fund
MYEEP	Mayor's Youth Employment and Education Program
NGO	Non-Government Organization
NZBCSD	New Zealand Business Council for Sustainable Development
OTW	Orientation to Work
PMCA	People's Movement for Civic Action
STEP	Structured Training and Employment Projects
USAID	United States Agency for International Development
YBI	Youth Business International
YBP	Youth Business Programmes
YBC	Youth Business China
YEC	Youth Entrepreneur Club

YEN	Youth Employment Network
YEN	Youth Entrepreneurs Network
YES	Youth Entrepreneurs Support Programme
YOU	Youth Opportunities Unlimited

# 1. Introduction

Creating decent work for young people is challenging. The International Labour Organization (ILO) estimates that at least 400 million decent and productive employment opportunities (i.e., new and better jobs) will be needed to achieve the full employment potential of today's young women and men (ILO, 2006a: 10). The challenge is summarized succinctly by Director-General, Juan Somavia who stated, *"Today we are squandering the economic potential of an enormous percentage of our population, and especially in developing countries which can least afford it. Focussing on youth, therefore, is a must for any country.....but creating jobs for youth is not enough. Across the planet, youth are not only finding it difficult if not impossible to find jobs, but are finding it even more difficult to find decent jobs. What young people need today is not only a job, but a job that enables them to make contributions as workers, citizens and agents of change. This is the challenge we face"* (ILO, 2006b: 1).

Half of the world's population is under the age of 24 years, with currently 1.2 billion young people (15 – 24 years) participating as the largest cohort ever entering the transition to adult status, which usually includes the desire for meaningful employment opportunities (ILO, 2008: 52-54). This transition to adulthood will not be easy. One in three is either seeking, but unable to find work, has given up the job search entirely or is working but living on less than US\$2 per day. In addition, 140 million young people are illiterate and 11.8 million are HIV positive (ILO, 2006a: 2-3). Unemployed young people make up 40 per cent of the world's total unemployed, yet their share of the working age population is only 25 per cent. Compared to adults, young people are almost three times as likely to be unemployed (ILO, 2008: 52-54)

All development players – civil society, government, business, community and young people themselves, have critical roles to play in delivering innovative solutions to the huge current global youth employment challenge. When these development players become collaborative partners, the synergy creates powerful outcomes. In this context, documenting successful cases of joint collaboration may be not only useful, but also inspiring for the interested actors. Within this framework, this publication emanates from the interest of the Youth Employment Programme of the International Labour Organization (ILO-YEP), to identify and describe in depth a set of community-based youth employment development projects from across the globe, representing valuable examples of collaboration between development players. The intention is to identify a set of outstanding case studies, focusing on public-private partnerships (PPP), whose success factors and lessons could provide guidance for similar initiatives in other countries and communities. Strengths, shared features and improvable aspects are appropriately presented in each case. Insights, intangibles and details of each experience are also evidenced and the key elements of success are highlighted, as retrieved from direct contact with project managers, in order to serve as possible inspiration. The contact details of the person/entity responsible for answering questions on each initiative are also provided in each case.

The case studies are deliberately short in length and follow a standard format. There were several criteria for choosing each case study. The selection was made in order to:

- reflect a global overview of initiatives;
- include initiatives which impact significantly on youth employment and the provision of decent job opportunities;
- illustrate a diversity of approaches;
- focus on various aspects of youth employment development facilitation, including initiatives related to the provision of job seeking skills, innovative skills training, job linking and matching, mentorship, internships and youth enterprise creation;
- highlight innovative partnership and collaboration between civil society, public institutions, the private sector and young people;

- involve industry sectors which are likely to provide future significant youth employment opportunities;
- demonstrate important experiences and lessons that could be replicated elsewhere in the world;
- emphasize the positive tangible outcomes possible when the collaborative forces of civil society, government, private sector and young people combine.

There is a direct linkage between the contents and the orientation followed within each of the experiences and the ILO-YEP policy approach for the promotion of youth employment. The ILO-YEP upholds the view of tackling youth employment issues through a systemic, sustained and concerted action, based on an integrated approach encompassing supportive economic policies for job-rich growth and targeted interventions. At the macro and micro levels, these policies and interventions consist of a number of activities such as *entrepreneurship support and financing, job placement schemes (employment services, job counselling, apprenticeships and mentoring), employability and skills training, and sectoral policies promoting highly youth-intensive (and youth-friendly) sectors*. Each of the documented cases is a successful example of implementation of two or more of these activities with the ensuing benefits in terms of quantity and quality of employment. They are concrete examples of the benefits that an integrated approach may bring to youth employment policies. Moreover, they are not only outstanding initiatives on their own, but they have the potential to become a central element of an even broader and integrated strategy at the local and (sometimes) at the national levels.

On the other hand, it is important to underscore that each initiative relies on a significant collaboration between the public and private sectors, either to start off or to thrive. Social dialogue and collaboration among different stakeholders at the local or national level is itself a fundamental principle of the ILO action and these cases confirm its relevance and its added value in guiding the development of youth employment strategies.

## 2. Case studies overview

In order to assist the reader, the case studies have been grouped into three categories: job placement schemes, sector-specific initiatives, and support for youth entrepreneurship. The classification was made according to their principal distinctive contents. Nevertheless, this categorization must be taken with a ‘grain of salt’ as there is normally more than one element involved within each example, so that the contents tend to be closely interconnected and not mutually exclusive.

### a) Job placement schemes

Firstly, there is a set of case studies representing excellent examples of community initiated and controlled *job placement schemes*. These include, in most cases, employment services and career counselling services. In some cases, they are combined with specific training components. In the main, they rely heavily on support from the public sector and/or international aid funding. However, each illustrates the value of local community ownership of the youth employment challenge, and their ability to mobilise local resources and creativity. The case studies are diverse in nature and are drawn from five countries, namely:

- **Companionship of Works Association (Kenya)** – a Nairobi city-based job placement and entrepreneurial support service for young people who lack networks and personal support. Through creating and maintaining a special relationship with local companies, in terms of human resource development support, CoWA successfully operates two initiatives, the Job Seekers Orientation Programme; and the Young Entrepreneurs Support Programme. CoWA depends on financial support from a range of committed international sponsors and the technical contributions of over 300 local businesses.
- **Mayors Taskforce for Jobs (New Zealand)** – a national campaign that has inspired the creation of a wide range of local community based youth employment initiatives across New Zealand. It has involved local mayoral leadership, an Employment Catalyst Fund and a diverse range of industry/government/community partnerships. It illustrates the contribution of local government leadership in mobilising the business community and national government to focus on local, practical and achievable ways to address youth employment. Funding for this initiative comes from a fixed levy on each local government municipality and major contributions from both central government and business corporations.
- **Mayor’s Youth Employment and Education Program (United States)** – a job training, work placement and life pathways project targeting socially disadvantaged young people in the city of San Francisco. It provides a successful local model for engaging disadvantaged young people in meaningful employment, career, leadership and community development opportunities. Each year, over 1500 young people participate in the programme, which includes access to paid part-time after school employment. Annual funding is provided for the initiative from the City of San Francisco.
- **Sunraysia Indigenous Project (Australia)** – based in the city of Mildura, this project targets the integration of indigenous Australian people, especially indigenous young people, into sustainable mainstream employment opportunities. This comprehensive training and job placement initiative illustrates the power of community and business partnerships to positively overcome and help negate the consequences of endemic social and economic discrimination. The project combines pre-employment training, job skills training, mentoring, cross-cultural training and job placement. It requires project funding support from the national government and the willingness of local employers to provide employment placement opportunities for disadvantaged young Indigenous people.

– **Youth Opportunities Unlimited (Canada) – Established in 1982**, Youth Opportunities Unlimited (YOU), is an innovative not-for-profit community-based organization that has provided a comprehensive set of transition, career development and enterprise services to local young people in the Canadian city of London. YOU draws financial support from all levels of government and the business sector.

## **b) Sector-specific initiatives**

Secondly, there is a set of four case studies that illustrate community based youth employment initiatives targeting *specific industry sectors* that currently provide expanding youth employment opportunities and are strongly related to youth interests. The first three initiatives focus rather on the placement and training dimension within a given sector of interest, while the last one is an example of youth entrepreneurship. They have mixed sources of financial support, including public and private funds as well as self-financing mechanisms.

– **Artisans d’Angkor (Cambodia)** – an art/craft training and enterprise project based in the province of Siem Reap that targets the training and employment of disadvantaged rural young people, through the revitalization of Khmer craftsmanship. This initiative is an excellent example of the potential of the arts and crafts sector to generate meaningful, sustainable employment for rural young people. In a nine year period, Artisans d’Angkor has generated over 1000 jobs. Established with assistance from the European Union, the organization is now financially self-sustaining.

– **Entra 21 (Latin America and the Caribbean)** – a youth training and job placement initiative occurring in 35 projects across 18 Latin American and Caribbean countries that targets youth employment opportunities in the rapidly growing ICT arena and provides a range of interesting project examples aimed at preparing young workers for the jobs of the new economy. Entra 21 has involved over 19,000 young people between 2002 and 2007. The programme is a US\$29 million initiative with funding drawn from the Inter-American Development Bank and global corporate companies and NGOs.

– **KOTO Restaurant and Vocational Training Program (Viet Nam)** – an internationally accredited hospitality training and job placement project utilizing a commercial restaurant facility in the city of Hanoi and targeting street and disadvantaged young people with a view to sustainable employment within the hospitality industry. Initiated by Jimmy Pham, this employment and training project has supported over 250 young people. Made financially possible through funding from a range of international sponsors, the business is increasingly generating income to expand activities.

– **Goan Community Environmental Job Creation (India)** – an illustration of youth job creation within the fields of sustainable environment practices and recycling currently being implemented by communities and NGOs in the Indian state of Goa. The initiative has evolved out of the creative response to the need for domestic and industrial recycling and the identification of new entrepreneurial windows of opportunity. Both the private sector and the leadership of municipal government are playing catalytic roles, including the provision of funding for their operation.

## **c) Support to youth entrepreneurship**

Thirdly, two case studies relate to international initiatives sponsoring and supporting a diverse range of national and local based enterprise promotion initiatives. They rely on the financial and technical contribution of the business sector with some public sector participation. The core activity of both initiatives is the support for sustainable *youth entrepreneurship*. They are:

– **Shell LiveWIRE International** – through the leadership and support of the Shell oil company, 25 national variations of a youth enterprise promotion programme have been established,

which collectively challenge one million young people each year to consider the self-employment option. This project aptly illustrates the powerful combination of information, training and mentorship in encouraging young people to consider and enter the self-employment option. Its continuing success and popularity with young people internationally relates to its values, accessibility and set of support services. Each national programme receives significant support from the Shell Oil Company and a range of corporate sponsors as well as often government assistance.

– **Youth Business International** – a worldwide network of programmes that is helping disadvantaged young people to become entrepreneurs by promoting business mentoring and access to finance. They are locally-based, independent initiatives that adopt and adapt the YBI model to meet national needs and conditions. It is estimated that over 17,000 young people have set up businesses through YBI programmes. YBI has been initiated in each country primarily through the financial and technical assistance of the corporate sector.

#### d) Common lessons

Beyond the particularities and lessons to be learned from each case study, and the specificities of each intervention, there are certainly some common traits shared between all of the experiences described. Some very pertinent cross-cutting messages are worth being emphasized.

- **Importance of local initiative, creativity and adaptability**

While the case studies presented in this study vary in size, resource intensity and activity scope, they all illustrate the capacity of community based groups to innovate and respond to local youth employment needs. They demonstrate the importance of both adapting to local needs and mobilising local assets and opportunities. They also confirm the message that “one size does not fit all”.

- **Multi-partnerships and multi-stakeholder participation**

All of the case studies highlight this theme, and the importance of collaboration between partners drawn from civil society, government and the private sector, where each partner brings its specific contribution and capacities. There is global recognition of the value of synergy of efforts and contributions, and the need to have a broad coalition of partners to both create and sustain meaningful youth employment development projects.

Whether a localized initiative such as **KOTO (Viet Nam)** that has tapped into both the collective resources of local businesses and international aid groups and global corporations, or the global **Shell Company** with a proven international model for youth enterprise development, but needing co-sponsorship and co-ownership at the local level, both illustrate the importance of multi-stakeholder participation as a vital principle and operational necessity.

- **Public sector involvement and guaranteeing sustainability**

The public sector is sometimes the major source of financing for the activities presented, especially in regard to job placement and training aspects. Given the overall positive results achieved, especially in regards to disadvantaged young people, such continuous public sector investment is justifiable, and required on a long term and sustainable basis. The substantial and ongoing financial public input required for the **Sunraysia** and the San Francisco **Mayors’** initiatives cannot be borne in most of the developing countries and there is a need to discover other innovative means of financing. In general, youth employment initiatives need to aim at becoming self-sustainable as demonstrated in the case of **Artisans d’Angkor**, **Youth Opportunities Unlimited** or the other initiatives targeted toward entrepreneurship.

- **Access to a variety of comprehensive and integrated services for disadvantaged youth**

Many unemployed young people lack sufficient education, work experience, social networks, financial resources and sometimes motivation and self esteem. Their successful entry into today's economy and labour market will require project support services that are comprehensive in nature and go beyond traditional skill training. This is particularly true when designing initiatives to sustain youth entrepreneurship, which need to combine mentoring, training and access to finance.

**Youth Opportunities Unlimited** functioning at the local level and **Entra 21** operating across many countries in Latin America and the Caribbean are both excellent examples of what is required if disadvantaged young people are to gain any benefit from the new economy. **Youth Opportunities Unlimited** illustrates in their words, "*the importance of wrapping around each young person and their needs and potentials*", an integrated set of transition, career development and enterprise services. **Entra 21** recognizes that job placement, not job training, needs to drive their projects. Subsequently, each **Entra 21** project entails a combination of ICT training, life skills training, job search training, internship and job placement support. **Entra 21** also insists that programmes provide individual attention in terms of needs, capacities and opportunities.

**CoWA** in Kenya has created another model that ensures its job seekers and potential youth entrepreneurs enjoy comprehensive support services that can sustain and strengthen their individual aspirations.

Both **Shell LiveWIRE International** and **Youth Business International** advocate youth enterprise development programmes which ensures that as young people explore and enter the self-employment option, they can access services connected to all the critical aspects related to business establishment and growth, namely appropriate information, counselling, mentorship, skills training and access to finance.

Projects such as the **Sunraysia Indigenous Project**, **Artisans d'Angkor** and the **Mayor's Employment and Education Project** all highlight the need to recognize that disadvantaged young people experience many life barriers that limit access to meaningful mainstream employment. The realities of such personal and societal barriers such as homelessness, alcohol and drug abuse, limited schooling and mental illness, need response. Most projects highlighted the importance of life skills training and development as a core component of their initiative. It reflected their belief in developing each individual in a holistic sense.

- **Learning from what others have done, sharing noteworthy international experience**

Many of the case studies shared the benefit that they had gained from international experience and knowledge. Projects such as the **Goa Community Environmental Job initiatives**, **CoWA** and **KOTO** all have vibrant international links that have benefited their project development. Their key message is to not replicate international experiences, but to "leap frog", innovate and adapt to local needs, opportunities and cultural sensitivities.

- **Paying attention to both demand and supply factors in specific sectors**

There are industry sectors with high job creation potential for young people which are worth exploring. At the same time, these sectors need appropriate action to ensure right supply and right job matching processes. The case studies illustrating actions in the ICT, environment and tourism/hospitality sectors successfully combine the two aspects and, at the same time, provide employment in fields of immense appeal to today's youth generation.

- **Tapping into the diverse potential contribution of the private sector**

The private sector has an obvious key role to play in economic and employment development. It represents the critical engine of economic growth and employment creation. In addition, it can also



play a variety of roles in terms of the delivery of community-based youth employment initiatives. Companies and their personnel can become involved in a range of activities such as:

- becoming a board member or trustee of a local initiative;
- being a volunteer business mentor or job coach;
- providing finance for programme activities and seed funding;
- sitting on a loan panel;
- assisting with pro bono advice in the area of their competency;
- providing workspace, equipment or discounted services;
- hosting training or fundraising events; and
- introducing young job seekers or young entrepreneurs to their networks.

- **Promoting self-employment as a positive and possible youth employment option**

The reality is that there are too few employers and employment opportunities to meet global youth employment requirements. Research carried out by The Princes Scottish Youth Business Trust by MORI in 1993 found that 20% of 18 – 30 year olds had the potential to become entrepreneurs. The experience of the 12 accredited YBI programmes and partners working with young entrepreneurs have agreed this is an acceptable indicative figure. Most of the projects illustrate that young people are both interested in, and capable, of creating sustainable self-employment options.

- **Dual client model**

Projects focused on employment linkages recognized that there were two client groups that required attention – firstly, young unemployed people who often lacking appropriate knowledge, skills and attitudes required for today’s job market and secondly, employers who required employees with both appropriate hard and soft skills and attitudes. Also, there was often a perception gap that needed to be bridged in the comprehension that each group had of each other. Most case studies recognized that they had to service both groups.

- **Viewing young people as assets**

An important message from most projects was that while young people have needs and deficiencies, they also come with unique strengths, contributions and creativity. Starting with this “*full half*” as opposed to the “*empty half*” view of their life experiences was a strong philosophical direction. For example, **Youth Opportunities Unlimited** in Canada strongly focussed on “*what is it that the young person brings to the table and what can we do to strengthen those contributions and assets.*” Equally, most projects highlighted the need for young people to be seen as active and creative partners in any youth development initiative.

- **Evaluation of interventions**

Generally, youth employment interventions around the world lack systematic quality evaluation. Where evaluations are done, as illustrated in the case of **Entra 21**, the whole process of promoting youth employment initiatives becomes extremely more rapid and effective. Interventions can be upgraded, expanded and further sources of financing can be found because impact is measured and communicated. This is essential to sustainability.

In summary, the following eleven project case studies represent a wealth of international experience with respect to best practice related to community-based youth employment development. Whilst the projects are diverse, the above extrapolated themes provide apt illustrations of common lessons that are relevant globally. The most important message relates to the powerful synergy that can be created when partners from civil society, government and the private sector make a concerted effort to work collaboratively and engage the unique assets and contributions of young people.

### 3. Case study summaries

#### I. Community-based job placement schemes

##### ***a) Companionship of Works Association (CoWA) (Kenya)***

###### **Background and description**

According to the Economic Survey in 2003 of the Kenyan Central Bureau of Statistics, the economically active population of Kenya (15-64 years old) was approximately 12,369,000, of which young people contribute 52.6 per cent, and in excess of 67 per cent of the unemployed. Youth unemployment is simply one of Kenya's major socio-economic challenges.

The Companionship of Works Association, better known as CoWA, has its origins in the Catholic Church's 'Communion and Liberation Movement' and its doctrines relate to the dignity of the individual and work. It began as a project to assist the St Kizito Technical School in Nairobi help place graduates into employment. The success of this initiative and its practical job-linking service lead to the creation of a local NGO by the name CoWA in 2000.

CoWA simply seeks to bridge '*the gap between job seekers and employers*' while promoting entrepreneurship as a viable and positive option. The uniqueness of CoWA's operation is twofold. Firstly, its burgeoning success in mobilizing the support of 300 private sector companies and local organizations as potential employers and mentors. Secondly, its ability to enter significant strategic partnerships with other organizations to maximize job seeker options.

CoWA major programmes comprise, namely:

- **Orientation to work programme for job seekers** – this service aims at creating and cultivating the right attitude towards work as well as linking job seekers to potential employers. Core components of the service include:
  - initial interview and appraisals, focusing on the identification of their skills, aspirations and challenges;
  - assistance with the preparation of a more competitive curriculum vitae, the formulation of a well-structured application letter, interview presentation skills and the introduction to more diversified job sourcing methods;
  - inclusion of CoWA data bank to Ministry of Labour job data bank;
  - participation in orientation to work (OTW) sessions. Topics in 2007 included '*ICT and its Job Opportunities*', '*Job Opportunities in NGOs*', '*Job Retention Skills*', '*How to Win in an Interview*', etc.
  - involvement in the CoWA alumni; and
  - participation in special interest workshops conducted by members of the Human Capital Development Forum (see below).

- **Young Entrepreneurs Support (YES) programme** – a set of services and opportunities to assist young people to identify and exploit their potential and available entrepreneurship opportunities. Such services include –
  - participation in four half-day workshops on entrepreneurship which concludes with the identification of a business opportunity and development of a business plan, which participants are then encouraged to implement;
  - membership of a young entrepreneurs network (YEN) which allows networking with other young entrepreneurs;
  - participation in young entrepreneur’s clubs (YECs) – currently three in number – that enable members to go to an identified bank (Equity Bank), whose operational principles are based on the famous Bangladeshi Grameen Bank; peer support and alternative collateral approaches, to obtain finance, which is paid back through the YEC.;
  - participation in follow-up entrepreneurship skills training, including five full-days of ‘*second stage training*’ that aims to provide in-depth knowledge and skills related to marketing, budgeting, customer care, taxation, etc. This training is aimed at helping the business grow, including its employment numbers and support with practical steps such as business registration, etc.

CoWA continually seeks to establish meaningful partnerships with the private sector, national and central government agencies and other NGOs. An excellent illustration of this is the establishment of the ‘One Stop Youth Centre’ in central Nairobi, in partnership with the city of Nairobi and a host of other NGOs and UN-Habitat. Its function is to provide a one-stop Youth Information Resource Centre. Courtesy of Kenya Railways Corporation, this Centre occupies the old railways district traffic superintendent building. Information and counselling are provided on a variety of topics – education, employment, entrepreneurship, environment, health, citizenship and information communication and technology (ICT). CoWA provides a service on site in terms of employment counselling and entrepreneurial advice and training.

Another distinctive feature of CoWA’s operation is its employment website which is available, upon registration, to job seekers, employers, and young entrepreneurs. The website has become a knowledge sharing platform, where vacancies, curricula vitae and general information on employment-related topics can be shared and directly accessed by the interested parties.

All the above services are provided by a team of seven staff members. All CoWA services are provided free of charge to participating young people and companies.

### **Key partners**

- **Private sector** – CoWA was established to work in partnership with the private sector. Its origins emanate as an inspiration from an organization termed the Companionship of Works Association, based in Italy and established by a network of business people to respond to the employment needs of young people. CoWA in Kenya draws on the employment openings provided by 300 companies and organizations. Its board is drawn strongly from the private sector and its critical resources, e.g., the Human Capital Development Forum (currently 20 private sector people) provides the input to its training initiatives. Its ability to offer young entrepreneurs access to finance is due to an arrangement with Equity Bank.

- **Local and national government** – CoWA has strong links with both Ministry of Youth Affairs and Ministry of Labour and Human Resource Development. Its participation in the one stop Youth Information Resource Centre is through a partnership with the Nairobi City Council.
- **International development agencies** – currently its ability to offer its services free to both young people and companies is due to funding support from international aid agencies based in Italy and Austria, including the Ministry of Italian Foreign Affairs, Associazione Volontari per il Servizio Internazionale, Fondazione Cariplo, Harambee 2000 and ICEP Austria.

### **Impacts/achievements**

Since 2000, over 8000 people have accessed CoWA's job seeker support (2600 in 2006), with 12 per cent securing employment directly through its data bank. All job linking is with companies operating within the formal sector, and CoWA ensures appropriate and decent working conditions. 1000 young people have received entrepreneurial support. CoWA is aware of at least 140 businesses that are actually operating, with over 50 per cent registered in the formal sector. Total cost of the CoWA operation for a year is about €60,000 (6 million Kenyan Shillings).

### **Success factors/lessons**

CoWA directors and staff identify the following critical factors for their success and continued growth:

- **Focus on the relevant needs, skills and supports of the individual** – CoWA works with individuals seeking to harness their capacities and help resolve their challenges. It continuously surveys participant needs through regular need assessment. It also provides what Montaccini (2004: 2) refers to as CoWA's creation of stable points of reference for young people – *“the urban environment is characterised by fragmentation, isolation, violence and struggle for survival. The fabric of society is no longer that of solidarity and common support. Once youth complete school, they are often left utterly alone to face the world of work...to counter the situation, youth have been provided with stable points of reference where they can access a combination of employment related skills and resources. The major aim of CoWA is to offer youth the kind of support from the community, society, peers and adults that they strongly need...”*. At CoWA, young people are viewed and treated as active and creative partners.
- **Private sector human resources** – CoWA has fostered relationships with the private sector to secure dynamic involvement of this sector through its board, Human Capital Development Forum and workshop facilitators.
- **Provision of a comprehensive range of support services** – as Montaccini again comments about CoWA – *“dealing with youth employment needs all the factors involved to be taken care of...information, CV preparation, application letters/writing, interviews preparation, job searching skills, awareness of acquired skills and natural talents are delivered through a coordinated process...similarly, when dealing with entrepreneurship, it is not sufficient to support the youth only with financial resource. The whole entrepreneurial development is taken into consideration...”*.
- **Promotion of entrepreneurship as a positive employment option** – CoWA is strongly committed to the potential of entrepreneurship as a viable employment possibility for young people within the Kenyan economy. It has considerably reduced the chances of failure by participants through the creation of a comprehensive package of support services, including

regular follow up opportunities including specialist training, networking experiences and entrepreneurial clubs.

- **Reliance on IT instruments.** CoWA runs its own website serving as an interactive platform for the whole range of employment services it provides. Not only this approach revealed to be particularly youth-friendly but it is also way innovative for the standards of the region.

### **Constraints/shortcomings**

CoWA's board and staff identify four key challenges/constraints:

- continual operation of a national education system focussed on 'white collar jobs' and which ignores the reality that there is a 200,000 job deficiency in terms of annual job entrants;
- sustainability and limitations of function and activity by a limited organizational budget. CoWA does not generate its own funds, and depends on donations, especially from international aid agencies. Participating private companies are not willing to financially contribute to the job brokerage services of CoWA;
- scepticism of banks about the ability of young people to succeed in business is a major challenge to the promotion of self-employment as a viable option; and
- mindset of many Kenyan young people that formal employment options are very limited, and subsequently many fail to start or quickly give up their job search. Further, many young people suffer from disillusionment, poor self esteem, low expectations and a lack of confidence.

### **Replicability**

The significance of CoWA as a model for replication lies in its ability, with limited financial resources, to provide both relevant and practical grassroots connections and a comprehensive support service to a good many young people who lack contacts, resources and the knowhow on how to access employment and enterprise options within Kenya's emerging economy. Its twin-focussed framework is relevant to most cultures and environments. Its successful focus on the individual, its ability to provide bridges between job seekers and employers and its creative range of interdependent employment and business support services are synergistically replicable and highly commendable. However, sustainability and its ongoing development is a constant and considerable challenge to CoWA given its necessary dependency on international aid funders, and thus its replicability component is clouded and weakened by the compelling dynamic of the aforementioned issue. Two future options are relevant to CoWA and any group hoping to replicate its approach – local and national governments need to recognize the value of such a service and provide regular funding support and/or participating private companies begin financially contributing for the job brokerage services they utilize.

## **b) Mayors Taskforce for Jobs (New Zealand)**

### **Background and description**

New Zealand's youth employment profile dramatically changed by the year 2007. In June 2000, New Zealand had 41,774 people aged between 16 and 24 registered unemployed. By June 2007, that figure had been reduced to 4172. While many new job opportunities were created during this period as a result of bold and positive improvements in the New Zealand economy and the country becoming more globally competitive, the Mayors Taskforce for Jobs, as a high profile initiative and campaign, provided a timely local and national galvanizing impetus to focus on the engagement of young people in meaningful work and training options.

The Mayors Taskforce was set up in 2000 by an initial group of seven mayors, who were concerned about the future of work and livelihood in their communities, especially for young people. They publicly committed to address these issues and pledged to collaborate on future initiatives. By 2007, its membership had grown to 71, representing 97 per cent of New Zealand Mayors, and major government, business and trade union organizations had embraced partnership arrangements with the Mayors Taskforce. The Taskforce has become a focus for the demonstration of local government leadership on youth employment at the community level; as well as an effective national networking mechanism to share successful approaches and projects, and lobby for national solutions. The Taskforce is a multi-pronged approach that has helped ensure that young people have a significant role to play in the changing economic face of New Zealand.

The key vision of the Taskforce from the outset has been *“That all young people under 25 years in New Zealand be in paid work, in training or education, or in productive activities in our communities”*. This focus on young people is due to the Taskforce's awareness and beliefs that:

- young men and women being twice as likely to have difficulty in finding work and being unemployed for longer periods than other age groups. 15-19 year olds comprise 30 per cent of total unemployment in New Zealand;
- New Zealand suffering widespread skill and labour shortages; every young person needs to be engaged in their communities;
- global competition for skilled labour;
- demand for entry- and lower-level skilled workers is growing; and
- national importance of a clear message to young people about their value, worth and contribution to their society and the national economy.

Taskforce members have defined young people as 16-25 years of age, and targeted those young people with a number of significant barriers to participation in the labour market, including minimal education and training qualifications, limited work experience, health and disability challenges, drug and alcohol dependence issues and negative school experiences.

The Mayors Taskforce's provision of a national focus of leadership on the youth employment issue has involved addressing attitudes, policies, initiatives and solutions at all levels by:

- raising national and local awareness and discussion about youth employment and barriers to employment;

- sharing best practice on what can be achieved at the local level regarding solutions to sustainable employment, skill development and workplace learning that reflects the changing nature of work;
- positively influencing national government policy and programmes relating to youth employment;
- creating proactive partnerships/relationships with industry, trade unions, government agencies, businesses and community groups to ensure wide engagement in addressing youth employment; and
- instigating and supporting practical local projects that address positive youth employment.

Besides their national advocacy and networking roles, there are many examples of practical project initiatives emanating from the taskforce. The following two examples provide an overview of the diversity of project involvement:

- creation of an Employment Catalyst Fund with resources provided by the Tindall Foundation – the philanthropic arm of New Zealand’s biggest retail chain called The Warehouse. This Fund has provided seed money to many business-community partnership projects that have collectively engaged more than 4000 young people. Examples include the creation of a youth arts festival, projects that track students following school departure and the nurturing of youth enterprises.
- development of the Otorohanga Trades Training Centre. With the support of the local government authority and a grant of 50,000 New Zealand dollars (NZ\$) from the Employment Catalyst Fund, two local businessmen established this new youth training in the community of Otorohanga out of their inability and frustration to find apprentices in their burgeoning motorcycle and farm machinery businesses. Their research found other businesses had similar issues. Young people were leaving town to study in larger communities and not returning. The business spearheaded an automotive and engineering apprenticeship project that resulted in:
  - a partnership with the local polytechnic to run pre-apprenticeship training in Otorohanga with courses written specifically to meet the needs of local businesses;
  - support from local businesses with a 100 per cent guarantee of a job for graduates;
  - an initial group of 28 young people completing the training and going into work;
  - financial and in-kind support from businesses, local government, educational agencies and government;
  - a fee-free programme for 2008; and
  - local businesses with national and international markets remaining in the community rather than relocating.

In summary, the Mayors Taskforce for Jobs promotes the concept of “*working towards the zero waste of New Zealanders*”. In the words of Gary Moore, former Mayor of the City of Christchurch and founding chair of the Taskforce: “*When we address the vexed issue of unemployment and jobs, we also address many other negative social indicators. As local leaders, we are in a unique position and must take an active leadership role on the jobs issues*”.

## Key partners

- **Private sector** – the Mayors Taskforce for Jobs works closely with the business community at the national and local levels. Nationally, it established a partnership with the New Zealand Business Council for Sustainable Development and Business New Zealand. The Taskforce oversees the Employment Catalyst Fund (NZ\$500,000 per year over six years) which was initiated by the philanthropic arm of a major New Zealand business, The Warehouse. At the local level, most of the youth employment initiatives undertaken with support of mayors have been inspired and/or supported by local businesses.
- **Local and central government** – nationally, the Mayors Taskforce has received funding from government agencies and financial contributions from participating councils (a levy of five cents per head of population up to NZ\$5000). It has built strong strategic relationships with stakeholders across a range of government agencies and political parties. In December 2006, the Mayors’ Taskforce for Jobs signed a memorandum of understanding with central government that they would share the priority goal to ensure *“all 15-19 year olds will be engaged in appropriate education, training, work or other activities that contribute to their long term economic independence and wellbeing. These options are likely to include, although are not restricted to:*
  - *Career information*
  - *Youth Transition Services*
  - *Industry-based skills training*
  - *Enterprise education*
  - *Tertiary education and training”*
- **Council of trade unions** – the Mayors Taskforce has had a memorandum of understanding with the Council of Trade Unions from the outset resulting in practical support and collaboration at both national and local levels.

## Impacts/achievements

Firstly, the Mayors Taskforce for Jobs has played a strategic national role and contribution in the dramatic reduction in youth unemployment. Registered unemployment for those aged 15-19 years has fallen by 96 per cent since 2002; the number of 18-19 year olds on unemployment benefit for more than 13 weeks is currently less than 250 people.

Secondly, the Taskforce concept has been embraced throughout the country. Taskforce membership has risen to 97 per cent of mayors in 2007. Subsequently, local projects under the banner of the Mayors Taskforce for Jobs have involved over 4000 young people.

Thirdly, the Taskforce has contributed greatly to significant mindset shifts in New Zealand about employment creation. Local businesses now regard employing young people as both positive and smart business practice. The Mayors Taskforce for Jobs has also led to positive attitudinal changes in local government about the role of councils in economic development. This mindset change has been achieved primarily by the demonstration of practical initiatives across the country. Mayors continually sharing with each other, ‘talking up’ and promoting illustrations of ‘making work happen’ locally in their municipality has created a sense that *“it is doable”*. In addition, the employment of an energetic Executive Officer who continuously travels the country, sharing examples and connecting partners has been a significant factor in the mind-change process.

Fourthly, the Mayors Taskforce for Jobs has unlocked government and private sector funding, specifically for youth employment projects through leveraging political will and partnering within a



common objective framework. The creation of the annual NZ\$500,000 Employment Catalyst Fund is a notable example of this influence with the private sector. Following the signing of a memorandum of understanding with central government, NZ\$50 Million was allocated by the government to special programmes to target the agreed priority of all under-20 year olds be “*earning or learning*”.

Finally, the New Zealand model of a Mayors Taskforce for Jobs is being examined by other countries as an effective mechanism to engage local government and its leadership in the employment issue.

### **Success factors/lessons**

Pivotal success factors have been:

- **Timing** – the Mayors Taskforce for Jobs worked as it origins came at the right time, the right place and the right people were passionate about making it happen. The initial group of seven mayors understood and had the ability to communicate the message that the issues of work and livelihood were fundamental to good governance in local communities.
- **Partnerships and collaboration** – a strong and ongoing focus on building and maintaining relationships, networks and partnerships, nationally and locally, has provided both funding and in-kind support, as well as the ability to influence national employment policy.
- **Leadership of influence and importance of champions** – the Taskforce has the ability to provide leadership and undertake effective lobbying and promoting at both national and local levels. It is led by people with influence, elected by their local communities. The Mayors know their communities and are well placed to provide clear and positive messages about action on the youth employment issue. Taskforce membership has also grown over the years, which has enabled this group to provide even stronger national collective leadership, networking and advocacy about policies and projects that will succeed at the local level.
- **Focus on innovation and local ownership** – the Mayors’ Taskforce has encouraged local communities to be innovative with their solutions and tailored to their own youth employment challenges and opportunities. Consequently, a wide diversity of projects, with diverse partners has been developed across New Zealand.
- **Mobilization of resources** – investment of money, in-kind support and knowledge from businesses, local government and central government has enabled local projects to be developed, and ensured coordination, relationship-building and lobbying at a national level.
- **Broad goals and bi-partisan support** – the Taskforce has ensured its goals were broad enough to motivate and attract a wide cross-section of the nation’s Mayors. The Taskforce has also succeeded in ensuring initiatives are apolitical in nature, ensuring all political parties have found common ground and embraced the cultural goal for “*the zero waste of New Zealanders*”.

### **Constraints/shortcomings**

Key constraints have been:

- **Active participation levels** – while most Mayors belong to the Taskforce, only 20 per cent are actively involved in pursuing its goals. Often this has been due to conflicting demands on their time and energy.

- **Mayoral diversity** – diversity and parochialism can be positive components in any national campaign, but they can also pose constraints in terms of reaching a consensus on any major decision. Taskforce goals are therefore required to be broad and apolitical.
- **Political change** – politicians change regularly. The latest local government elections have generated a number of new Mayors with whom relationships will need to be built and nurtured for the ongoing development of the campaign.
- **Council officer support** – while Mayors may fully support projects, council officer support and enthusiasm is another critical factor in local development.

## **Replicability**

Local government is a significant level of government in most countries. Mobilization of local political leadership and influence around local youth employment, training and enterprise issues is invaluable at both the local and national levels. Mayoral leadership in such initiatives enables a range of support to be leveraged from the business, trade union and government sectors that may not otherwise happen. Their individual and collective leadership contribution can make the achievement of tangible employment outcomes a reality rather than a distant goal in most countries.

### ***c) Mayor's Youth Employment and Education Program (United States)***

#### **Background and description**

The Mayor's Youth Employment and Education Program (MYEEP) was initiated by the Japanese Community Youth Council in the San Francisco Bay Area in 1981. The goal of the programme is the positive development of disadvantaged young people through the provision of an integrated set of services related to meaningful employment, career, leadership and community development opportunities. It seeks to provide relevant information and experiences for young people to achieve future self-sufficiency and success. Annually, over 1500 young people benefit from participation.

MYEEP targets at-risk and disadvantaged young people in the 15-20 age group. Such young people are often a product of multiple disadvantage in terms of poor educational experiences, poverty, health challenge, homelessness and conflict with the law. The New Directions Employment Program of MYEEP is a special sub-programme which provides employment and training opportunities each year to over 200 young people on probation.

As of today, the programme has expanded and it is overseen by a collaboration of 12 diverse community-based organizations, which ensures geographic and service inclusiveness.

MYEEP provides a comprehensive range of services:

- **Pre-employment training** – 16 hours of job readiness and pre-employment training is provided to each participant in such competencies as time and money management, communication skills, teamwork, problem solving and community building.
- **Employment** – each participant is matched with trained worksite supervisors who provide one-on-one instruction and workplace mentoring. Placements are based on each young person's interest assessment, education and career goals. Participants undertake paid employment for 10 hours per week during the school year and 20 hours per week during the summer holidays.
- **Youth leadership development** – upon completing a year in the programme, participants have the opportunity to engage in leadership development activities.

- **Community sense** – each participant participates in at least one community volunteer service event during their involvement in the programme.
- **Post-secondary education information provision** – Information and guidance to assist post education choices.
- **Career awareness and planning** – participants are exposed to a variety of career paths and their requirements. These activities help to reinforce the link between school completion, academic success and careers.
- **Continued employment training** – once employed, participants can continue to be trained in a range of topics such as conflict management, job search skills, study skills, goal setting, entrepreneurship, independent living skills and public speaking.

### **Key partners**

Two central success factors in terms of MYEEP relate to partners. Firstly, a considerable portion of the programme's funding is provided by the San Francisco Department of Children, Youth and Their Families (city of San Francisco).

Secondly, 11 other community-based agencies collaborate with the Japanese Community Youth Council to deliver MYEEP; namely – Bernal Heights Neighborhood Center, Community Educational Services, Community Youth Center, Horizons Unlimited, IT Bookman Community Center, Jewish Vocational Services, Mission Neighborhood Centers, Inc., Marissonia West, Inc., Vietnamese Youth Development Center, Vistacian Valley Community Center and Young Community Developers. Most of these organizations have been with the programme for over 20 years.

A network of 250 community groups actually hosts a participant during the employment placement option. Private agencies and community foundations such as CISCO Systems Foundation, Private Industry Council of San Francisco, San Francisco Foundation and the Wells Fargo Foundation have all contributed to specific programme aspects.

### **Impacts/achievements**

MYEEP has over a 28 year period, become a high profile iconic institution in the city of San Francisco. Currently, 10-15 per cent of all eligible young people in the city of San Francisco participate in the programme. 80 per cent plus achieve high success in terms of set employment and education outcomes, especially related to retention. MYEEP has received national recognition for its success as a youth employment programme. During 2007, 1538 young people participated in MYEEP.

### **Success factors/lessons**

There are six important factors/lessons that need emphasizing, namely:

- **Collaboration between 12 agencies in terms of delivery** – a critical factor to the success of the programme has been the collaborative involvement of 12 agencies in terms of delivery of the programme. Such involvement ensures city-wide inclusion in the programme, as well as giving the programme access to a diverse array of services, not just related to employment support. Given the complex set of life needs and challenges of many disadvantaged young people, such services and support access is invaluable.

- **Funding from the City of San Francisco** – the City of San Francisco has a statute approved on two citizen voting occasions which ensures that 2.5 per cent of all property taxes must be provided for programmes of the San Francisco Department of Children, Youth and Their Families. Each year, this citizen initiated fund generates in excess of US\$30 million and MYEEP is a major beneficiary. Such funding is essential for the paid employment component.
- **Comprehensive package of support offered to young people** – collectively, MYEEP agencies are able to offer an employment and life skills programme to at-risk and disadvantaged young people that incorporates job readiness training, paid work experience, transition planning, educational support and community involvement opportunities.
- **Individual participant focus** – each participant is viewed as an individual with their own unique set of needs, challenges and capacities. Each young person is assisted along an individual pathway.
- **Quality staff** – given the individual focus of the programme, the recruitment and retention of appropriate skilled and committed staff has been vital. Many of the young people in the programme do not have positive role models in their lives, and staff members assume a major influence and support in the lives of participants.
- **Longevity of programme**-given its 28 year history, the programme has been able to develop a reputation, sustainable networks, long term staffing arrangements, proven systems and fundraising and resource mobilization capacity.

### **Constraints/shortcomings**

The life-span of the MYEEP and the extensive level of community collaboration has enabled the evolution of a very successful formula. However, project management has recognized the need for greater private sector support in terms of funding and work placements. Currently, most work placements are with community-based agencies. This will be the area of greatest administrative focus in the future, with a clear message to the private sector that young people are the next generation of employees and must be supported in terms of successful school-to-work transition.

### **Replicability**

Many of the strengths of this programme could be incorporated into youth transition programmes, especially its comprehensiveness and focus on individual support. However, the cost of the initiative will be a limiting factor for many communities and countries, especially the budget to ensure paid part time employment placement.

There has been communication with groups in China and Japan about the possibility of replication of this initiative in their respective countries.

## **d) Sunraysia Indigenous Project (Australia)**

### **Background and description**

The Sunraysia region,(population: 56,600) , located in the northern areas of the Australian state of Victoria, was certainly not noted for the employment of Indigenous Australians outside of Indigenous organizations. In 2002, there were only 160 Indigenous Australians in competitive employment – 150 worked for Indigenous organizations, and only 10 were employed in mainstream employment, mostly in fast food outlets. However, since 2003, a volunteer, non-profit, community-based organization – the Sunraysia Area Consultative Committee (ACC) – has spearheaded a community initiative that has seen 265 Indigenous Australians (primarily young people) placed into full-time ongoing employment.

The Sunraysia ACC operates with the following mandate - *“engaging government, business and the community to create opportunities for sustainable economic, social and environmental development”*. The chairperson of this organization, local businessman, Mr Don Carrazza, owner of the Grand Hotel, believed there was a need in the region for a concerted community and local business focus on the employment of local Indigenous Australian young people aged 15 to 24 years in mainstream jobs. Such a group had a disproportionately high unemployment rate – over 36 per cent – in contrast to 11 per cent for non-Indigenous Australians.

Through Mr Carrazza’s personal championing of the project and the efforts of the Project Facilitator, and other staff, the Sunraysia ACC has achieved extremely high job placement results. Utilizing the elements and resources of an Australian Government employment programme – the Structured Training and Employment Projects (STEP) programme – and their extensive business links and strong community support, the Sunraysia ACC has created a unique, culturally relevant and comprehensive initiative that assists the entry of local young Indigenous people into sustainable and mainstream employment. Their initiative incorporates the following elements:

- **Pre-employment education** – helping job seekers understand the world of work and its expectations and rights;
- **Job skills training** – providing specific training and accreditation in areas relevant to job aspirations and opportunities;
- **Mentoring support** – using a ‘tough love’ approach, the programme facilitator provides personal support and encouragement in a wide range of areas related to gaining and keeping a job;
- **Cross-cultural training** – imparting to employers and work supervisors knowledge and skills about contemporary Aboriginal lifestyles, issues and communication styles and ways to support young Indigenous workers;
- **Travel and uniform assistance** – financing young workers initially challenged with travel and work clothing requirements;
- **Placement into suitable employment** – using an initial wage subsidy and providing support to ensure best selection and work induction;
- **Community profiling of success and achievements** – incorporating high profile monthly and annual media awards and events to acknowledge success and positive role models demonstrated by both young workers and employers.

Employment success has been in a diversity of industry sectors including hospitality, local government, tourism and travel, motor mechanics, horticulture, administration, transport and distribution, power supply, building and construction, and aged care.

### **Key partners**

- **Private sector** – the Sunraysia ACC is primarily composed of a board of local business people committed to the region’s future economic and employment development. This project depends strongly on the willingness of local employers to broaden traditional employment recruitment practices and engage with, and employ, young Indigenous Australians. In the words of the Project Facilitator - “*committed, informed employers are obviously necessary in the process*”.
- **Australian Government** – this project has had major government financial input through its STEP Programme which provides flexible funding for packages of tailored assistance to help employers give long-term jobs to Indigenous Australians. Assistance is tailored to business needs and can include approaches such as funding for apprenticeships and mentoring that can lead to lasting employment.
- **Local community commitment** – in the words of the former Federal Minister for Workplace Participation, Dr Sharman Stone, “*this Project was generated in Mildura through community spirit and a concern for all of its members*” (Sunraysia Daily: 1). The host organization for this initiative, namely the Sunraysia ACC, is a non-profit, volunteer, community-based organization.

### **Impacts/achievements**

As mentioned above, 265 long-term unemployed Indigenous people were placed into sustainable employment since within a three year period. Retention within work far exceeds the national average for the employment of Indigenous Australians. Simply, this project has demonstrated how a community can break the vicious circle of discrimination, lack of work experience, unemployment and discouragement and turn it into a virtuous circle of successful job placement, skills training and sustainable employment and life success. The average participant cost in the project is approximately 14,000 Australian dollars (Aus\$), which includes a wage subsidy component – clearly the majority component of the figure.

Project Coordinators and local people identify three major social changes happening now in the Sunraysia region due to this initiative, namely:

- Local employers are now more willing to consider employing an Indigenous worker.
- Indigenous people, especially young women, are now motivated to step forward and seek employment as they now believe there is a chance of getting a job rather than opting for a lifetime of welfare dependency.
- Indigenous students studying for the Victorian Certificate of Education (VCE) at Mildura senior college are demonstrating more school “stickability” as they hear about the success of Indigenous job seekers. The knowledge of employment opportunities and has enhanced their perception of the importance of school completion (Employment Extra: 10).

### **Success factors/lessons**

The Sunraysia Indigenous Project has eight key lessons, namely:

- The respect that the Sunraysia ACC organization enjoys within the community.
- Personal commitment and championing by a prominent business person, Mr Don Carrazza, and his extensive employer networks and strong standing in the community has positively influenced community and employer engagement. He has also led from the front and has become a “*champion employer*”, at one stage employing seven young Indigenous trainees in his own business.
- Employment of a dedicated skilled and enthusiastic Project Facilitator who acts as a broker between the young people and the employer.
- Linking into networks and personal contacts – most of the jobs in the region are not advertised, but filled through word of mouth and personal and informal networks, which often disadvantaged groups such as young Indigenous people lack access to. The Sunraysia Project has created a new personal networking dynamic that overcomes this disadvantage.
- High community and media profile – the Project has a monthly celebration of success through an ‘*Indigenous Employee of the Month*’ Award that culminates in the ‘*Indigenous Employee of the Year*’ award event. These awards acknowledge employee excellence in punctuality, reliability, presentation, service and attitude, as well as recognition of employer commitment to best practice in Indigenous employment practice. Giving public recognition to employers has also a vital factor in ensuring strong employer support for the program. Achievement of any milestone in the Project is used as an excuse for celebration and media exposure, which strengthens community awareness.
- Importance of cross-cultural training experiences – these training workshops enable greater appreciation and understanding by both employers and co-employees around issues of intercultural communication.
- Australian government’s STEP Programme – this Programme and the willingness of government staff to allow its flexible application at the local level has been instrumental in securing employer cooperation, as providing the major financial support for training and wage subsidies.
- Recognition of, and response to the range of barriers hindering Indigenous mainstream employment – the Sunraysia Indigenous Project has recognized that an integrated range of issues operate against the employment of Indigenous people. Such issues include negative peer group pressure, community and family obligations, poor literacy and numeracy, negative stereotyping, lack of driver’s license, lack of work experience, poor health, low self esteem, and alcohol and drug abuse. The Project works within these realities and seeks practical solutions to mitigate and strengthen the capacity of participants. In particular, the Project Facilitator is known for his “*tough love mentoring*” of Project participants that builds new resilience in participants to overcome personal challenges and disadvantage.

### **Constraints/shortcomings**

There is only one major constraint within the project model, and that relates to the dependence on a government funding programme such as STEP for funding of support facilitators, training and initial wage subsidies. Without such funding support, this community initiative would have struggled to achieve its community impact. Ultimately, it is hoped that employers will engage and employ young Indigenous people because it makes good business sense, rather than requiring any form of wage assistance.

## Replicability

This Project has certainly become a model for other regional communities in Australia. The former Minister for Workforce Participation, Dr Sharman Stone, whilst visiting the initiative, commented - *“this local programme is setting the pace for the rest of the country...given long term employment opportunities for Indigenous people are hard to come by in rural communities, this programme should not be a stand-alone blip – it has to be used as a model for other communities”* (Sunraysia Daily: 1)

The project has international replicability in terms of:

- targeting discrimination and disadvantaged minority people young people;
- mobilizing local private sector contribution;
- responding holistically to employment barriers; and
- assembling a comprehensive support service including training, work experience, mentorship, cultural awareness training and job placement.

Replicability to other countries would be limited if the financial resources for the initial wage subsidy component and the strong business, community and project leadership were not available.

### **e) Youth Opportunities Unlimited (Canada)**

#### **Background and description**

Youth Opportunities Unlimited (YOU) was initiated by civic and business leaders in the City of London, Ontario, Canada in 1982 as an organization dedicated *“to unlocking the potential of young people”*. YOU has sought to achieve this vision through:

- providing client-centred services that emphasize skills improvement and can lead to enhanced employability and empowerment;
- offering a referral service to agencies servicing young people; and
- developing, participating in and supporting community and business alliances to maximize opportunities for local young people.

Today, YOU operates on an annual budget of Can\$6 million and supports over 3000 young people each year through its three integrated packages of services, namely:

- **Transition services**, which provide practical support, no matter what circumstances young people find themselves. In particular, transition services target young people who face challenges resulting from poverty, family dislocation, homelessness, alcohol and drug addiction and mental illness. Transition services include:
  - provision of basic needs supports that ensure young people have the proper foundation (food, housing and hygiene) to help them on their path to success;
  - operation of drop-in centres, which create a safe and consistent environment for local young people to access services at their own pace and begin connecting to local services at YOU facilities and their community partners;
  - affordable housing, providing 28 apartment units in the downtown area of London (Canada) with rents set at affordable rates;



- street outreach services providing emergency supplies, community referrals and support to young people on the streets; and
  - lifeskills programmes targeting topics including communications, parenting, decision-making and recreation.
- **Career development services**, which incorporate a wide range of programmes and services that assist young people with education, training, career planning and employment discovery. These services include:
- career exploration;
  - employment and counselling workshops;
  - job placement support;
  - job search resource centres;
  - summer holiday job services;
  - remedial educational programmes; and
  - a casual labour service.
- **Enterprise services**, under the banner of “YOU Made It”, YOU operate four social enterprise projects where young people can explore various types of work and develop new skills through hands-on experiences in a realistic business setting for a set period of time. It represents learning within an enterprise environment. These enterprise projects are:
- **YOU Made It – Market Quality Preserves** – operating a manufacturing centre and retail kiosk in the city’s market, young people work under the guidance of a registered chef to create and sell a line of homemade gourmet preserves, sauces and gift baskets.
  - **YOU Made It – Recycling Services** – offers a competitively priced programme that collects a wide range of recyclable materials from local companies including law offices, factories and restaurants.
  - **YOU Made It – Woodworking** – involves the design and production of beautifully handmade wood furniture.
  - **YOU Made It – Café** – a facility that offers a café environment and catering services. In addition, this café offers a community kitchen programme targeting homeless youth and young people in the affordable housing programme, where they can learn how to plan and prepare healthy and affordable meals.

## Key partners

- **Private Sector** – the business community is an essential stakeholder in several key facets of the project. YOU encourage the business community to become actively involved at many levels and YOU’s expression, “*hiring, buying, advising and donating*”, summarizes the scope of possibilities.
- Firstly, and most significantly, local businesses are key customers for YOU’s enterprise projects. Over 300 local businesses have become customers, buying products and services from YOU.
  - Secondly, YOU was a creation by local business people wanting to instigate an innovative youth development project. YOU’s Board continues to be drawn from the ranks of local business and the community.
  - Thirdly, the private sector contributes both cash and in-kind, facilitating the ongoing development of the organization. For example, one local business recently contributed Can\$1 million for a new project facility.
  - Fourthly, local business people provide an advisory service to YOU. For example, currently a local retailer in the bridal industry is helping YOU establish a bridal gift range with their specialty food products, while several business advisors are assisting with the location of new markets for commodities collected in the recycling

programme. The social enterprises of YOU are overseen and supported by local business leaders.

- Finally, local businesses are important as a source of employment for young people participating in YOU programmes.
- **Community sector** – YOU is a not-for-profit community-based organization created and sustained through the commitment of the broader London community. Many of YOU's initiatives occur through partnership with other community agencies. Local foundations are strong financial supporters of YOU initiatives. YOU is also a local leader in community-based programming and participates in many collaborative local planning initiatives. YOU staff is expected to join local committees and support the community sector.
- **Government sectors** – all three levels of government (federal, provincial and local) provide substantial financial support. Currently over 70 per cent of the budget (in excess of Can\$4 million) is provided by the aforementioned levels of government.

### **Impacts/achievements**

In its 25 years of existence, YOU has become a significant force for supporting local young people of the greater region of London (population: 500,000) to discover and build upon their potential. Each year, over 3000 young people (60 per cent male), most from disadvantaged backgrounds, are being supported through YOU's programmes. Currently participants in enterprise programmes and career services have an 80 per cent and 65 per cent job placement rate, respectively. Additional participants have returned to education or gone into further training.

YOU's diverse range of programmes has received a plethora of awards at the community and provincial levels, with some enjoying international award recognition. The burgeoning high levels of support that YOU draws from government, community and private sectors is a testimony to their perceived success of YOU as a youth development agency.

YOU is also being approached by other Canadian community-based groups to develop various partnership business arrangements regarding its social enterprise programmes. Currently, one group is seeking a franchise licence for the furniture manufacturing to allow them to use YOU's existing product line as the template for their production efforts. Another group is seeking to buy from YOU its range of preserves at wholesale prices and allow it to on-sell in their own community. By drawing on YOU's existing product lines, these groups can "fast track" their enterprise development, reduce development costs and benefit their local young people.

### **Success factors/lessons**

Critical factors central to the success of YOU include:

- **Integrated and comprehensive set of services** – YOU is a matrix organization that offers at any one time 12-15 programmes, which in the words of Steve Cordes, Executive Director, YOU, "*wrap around each individual young person and their needs and potential*".
- **Focus on the assets and successes of young people** – YOU is a strengths-based organization. It begins with the assets and aspirations of young people rather than the traditional community development approach of assessing their weaknesses and needs. It focuses on the '*here and now*' rather than previous circumstances and failures. What matters to YOU staff is succinctly this- "*what is it that the young person brings to the table and what can we do to strengthen those contributions and assets*". This strengths focus is

reinforced by the organization's fundamental principle that requires young people to be active participants in the development and delivery of all programmes.

- **Private sector involvement-** as mentioned above, the business community have contributed critical supports that have ensured the long term success of YOU. In particular, the novel social enterprise component depends strongly on the involvement of the local business people.
- **Financial support-** YOU has achieved long term financial support from all levels of Government and the local business and philanthropic communities. In addition, YOU has strengthened their financial sustainability through developing their own earned income sources. (see below).
- **Staff mix** – YOU has strategically selected staff from both the traditional social service sector and the business sector. The organization has recognized the need for staff who can build the life support and soft skills of young people to be combined with staff who can create a training environment that realistically mirrors the job market.
- **Inclusion of enterprise services** – the YOU Made It enterprise services brings a unique flavour to the organization. Firstly, it provides young people with a practical setting to develop work skills and attitudes through hands-on experiences in a business environment. Secondly, it ensures a high level of youth engagement. “YOU Made It” enterprise services enables young people to experience leadership roles in such diverse areas as product design and development, warehouse management, retail sales and customer service. Finally, the enterprise activities generate significant earned income to support all organizational services. Annual earned income is now on track to exceed Can\$400,000 per year (up from Can\$150,000 in 2005).
- **Community focus** – YOU is locally driven and seeks direction and collaboration from many community organizations and sectors on an ongoing basis.
- **Learning environment** – YOU seeks to create and foster a culture that young people thrive within – namely, environments that are fun, positive and respectful.
- **Accountability and principled behaviour** – YOU functions under a number of operational principles to ensure that the organization is quality driven and high standards for success are targeted and achieved, namely:
  - all programmes and services have measurable goals and are regularly reviewed;
  - youth participant and staff feedback are an integral part of the accountability process;
  - programme services and information are regularly assessed for relevance and appropriateness for the current social and economic climate; and
  - the use of the organization's mission, vision and value statements as a key filter in assessing that all activities are focused on achieving maximum outcomes for young participants.

There have been occasions when YOU has eliminated or modified services, even with financial loss, as they have failed the above tests.

### **Constraints/shortcomings**

YOU identifies three areas that have curtailed their efforts, namely:

- **Compliance with changing government priorities and regulations** – as all levels of government are major funders of YOU's programmes, any shifts in their priorities and changes in funding regulations can have significant impacts on YOU. It is a challenge to balance various government priorities and their changing nature with the organization's determination to develop and support programmes that are unique in nature and outside the scope of government-designed funding initiatives. In addition, government regulations, which have often been designed for more traditional social service interventions, sometimes do not suit the realities of operating social enterprise activities. Regarding social enterprise, YOU has had to take a strong advocacy role with government and dedicate considerable time and effort in helping government officials comprehend the links between social enterprise and government funding related to employment and training goals.
- **Risk management** – given that a number of YOU's activities are funded by earned revenues, there is an increased risk and exposure for the organization should it fail to achieve its earned revenue targets. YOU must maintain a higher risk tolerance than is typical in the social service sector and must work with its Board's directors and other stakeholders to keep all abreast of key issues.
- **Access to development capital** – as a not-for-profit community-based organization, YOU have found it difficult to access capital from governments and lending organizations for purposes such as capital equipment purchases. YOU like many non profit organisations in Canada struggle continuously for capitalization requirements.

### **Replicability**

The growing interest in YOU and its services, both nationally and internationally, as expressed in requests for information and the number of visiting delegations is a positive indicator of the replicability of YOU's principles, structures and integrated package of services. YOU is in current discussion with a variety of groups regarding licensing agreements, potential for franchise models, and support in helping their communities develop their own unique enterprises based on the general YOU model. The required budget and diversity of staff skills obviously limits the full replicability of the model in some countries and communities. However, their unique use of social enterprises as a training mechanism has potential for wider application.

## **II. Sector-specific initiatives**

### ***a) Artisans d'Angkor (Cambodia)***

#### **Background and description**

After several years of debilitating war and genocide, an inspiring initiative is occurring in Cambodia that is not just providing sustainable and decent jobs for young people from poor rural villages, but is also helping to restore Khmer arts and craftsmanship.

In 1992, Chantiers – Ecoles de Formation Professionnelle (CEFP), was established by the Department of Education, Youth and Sports as a professional training school in Siem Reap to teach craft-making skills to disadvantaged rural young people with little formal education, and to enable them to find work in their home villages. As a public institution, CEFP was also motivated by the desire to revive traditional craft skills (stone carving, weaving, woodcarving, lacquering, gilding and silk weaving) and produce authentic and high quality Khmer products.

CEFP selects young people between the ages of 18-25 from villages in the Siem Reap province to undergo a six-month free training experience in traditional handicraft techniques. Trainees receive a living allowance, clothing and tools. A part of the CEFP vision was to create a network of artisans following their training, so sustainable employment occurred. This is where the concept of Artisans d'Angkor (AA) was envisioned and created as autonomous business enterprise.

Artisans d'Angkor was established in 1998 as a natural offshoot of CEFP. In essence, it functions as a school-to-work transition avenue for the young craftsmen that have been trained by CEFP. Initially funded by the European Union, AA serves as a self-sustaining craft network and provides the design and retail arm for the artisans' work. Since 2003, AA has become an autonomous company and is financially self-supporting. As a private company with minor public participation, AA invests in workshop facilities and provides equipment and materials to trainees, whilst CEFP continues to provide its training role. Upon completion of CEFP training, the young people have the option to begin an internship at AA and become part of the artisans' network.

AA has established impressive workshop production and retail outlets in Siem Reap and Puok (which incorporates the National Silk Centre). AA also operates high profile outlets – duty free boutiques at Phnom Penh International Airport, Siem Reap International Airport, Hong Kong Airport and Singapore's Changi Airport. Another major marketing achievement is the operation of an upmarket café at the entrance to the world famous, heritage listed Angkor Wat temple complex.

AA is focussed on its goal of providing sustainable and decent employment to its members. It now operates 15 workshops in 13 villages in the Siem Reap Province, where 40 per cent of its workforce are able to operate and continue to live in their home villages.

Secondly, AA, as a commitment to its artisans, has pioneered a new social policy in Cambodia, guaranteeing decent wage levels, as well as social and medical welfare. AA's 700 plus artisans earn as a base salary between US\$60-US\$80 per month depending on skills and experience. On top of the fixed salary, they earn a commission from the sale of each product, which can often double their base salaries. This is notable, especially in a country where the annual per capita income is US\$445. An average artisan monthly income is equivalent to what a Cambodian rural farmer will earn in a year (Hui, 2007: 2).

Artisans have also formed their own association called Artisanat Khmer, which now enjoys a 20 per cent stake in the company. It affords employees an important voice in the decision-making process. The Cambodian government owns a 30 per cent share; the board of directors/management holds a 10 per cent share, whilst private stakeholders make up the remaining 40 per cent ownership of AA.

AA also vigorously pursues a policy in the employment of people with disabilities. 5 per cent of craftspeople have a physical disability and the work environment is modified to ensure that they are able to develop their full skill competencies.

### **Key partners**

- **Private sector** – AA was structured by CEFP to be a limited liability company with minor public participation ownership. CEFP, as a public institution, recognized the need for a separate entity to operate within the commercial field and achieve financial sustainability. AA has created a very successful business model, built on public-private partnership.
- **Government** – CEFP is a professional training school established and funded by the Department of Education, Youth and Sports. The government continues to hold a 30 per cent share in AA.
- **International agency support** – The European Union through their Programme Rural d’Education Professionnelle et Logique d’Insertion au Cambodge provided the necessary support to enable AA to become self-funded and autonomous. In addition, the French Agency for Development has granted resources to assist the self management of AA.

### **Impacts/achievements**

As a business, AA has become one of Cambodia’s most successful home-grown enterprises, employing over 1000 people (including 700 plus artisans). During 2007, CEFP trained 107 trainees, most of whom became members of Artisans d’Angkor. AA has the distinction of being the largest producer/retailer of wooden handicrafts in Cambodia. As a company, it has in its short life created, at an international level, a highly respected art and craft enterprise. It also manages to play a significant role in exporting Cambodian products through its high profile outlets at various international airports, including Hong Kong and Singapore. In addition, AA is one of the most prominent Cambodian enterprise entities in the country’s tourism sector, in terms of marketing, tourist souvenirs/art sales and tourist product. AA’s contribution to the new tourism product is significant through the provision of major public art, e.g., AA art decorations feature throughout the terminals at Phnom Penh and Siem Reap International Airports and the nine metre tall statue of Buddha in the city of Battambang.

However, Artisans d’Angkor is not just a successful art and craft training and business operation. The organization is highly regarded for its positive community development impacts. In the words of Tep Mom, AA’s business development and special project manager, *“we are not only producers of handicrafts, but we actually make great allowances for the community. We have big plans for the rural areas outside of Siem Reap and a vision for education of these poor members of society”* (Nhean, 2006: 48).

The location of AA workshops in rural villages is part of a strategy to curb rural depopulation and create a local wealth-generating initiative that can benefit the economy of the wider village.

Finally, it is worth noting that, in addition to company employment, many ex-trainees and former employees have successfully set up their own small businesses, while maintaining retail cooperation with AA.

## Success factors/lessons

The success of Artisans d'Angkor in such a short period is the result of a number of interrelated factors, which are valuable lessons for other groups pursuing youth employment creation through the medium of an art and craft enterprise, namely:

- **Structure and key partner support** – as outlined above, AA has a unique structure and relationship with a government agency, employees and the private sector. It is a structure that has worked extremely well.
- **Continuous reinvestment in training, apprenticeships and creation of new village-based workshops** – AA invests in its future, especially the skill development of its trainees and artisans. Its commitment to on-going training and appropriate workspace is exceptional.
- **Focus on the authenticity and value of the strong Khmer identity** – AA has pioneered the revival of Khmer art and history, and established an international showcase of traditional Cambodian savoir faire as well as Cambodian living art. Its design team is continuously researching new patterns, motifs, colours, materials and, subsequently, there is a continuous design of new products.
- **Business and marketing expertise** – AA has recognized the importance of recruiting energetic and creative management, especially in the field of marketing, sales and public relations. Such management has achieved in a short period access to key markets. It is continuously seeking new marketing and tourism related opportunities.
- **Focus on upmarket workmanship** – the top end of the market is where the financial returns are the strongest within the craft sector, and AA has consistently targeted this market, including substantial art commissioned projects.
- **Focus on high profile, high return tourist outlets** – as mentioned, AA operates duty-free boutiques in four international airports, an upmarket Angkor Café at the entrance of the Angkor Wat temple complex, and an outlet at the National Cambodian Museum. Young artisans have been trained to provide fascinating tours (in six languages) of workshops to strengthen the '*experience marketing*' appeal of their main production/retail centres.
- **Creation of quality employment conditions** – AA justifiably prides itself on the creation of a fulfilling and stable work environment, where young artisans can pursue and express their artistic talents with a significant wage return. There is a strong commitment to the social, economic and professional achievements of the artisans.
- **Use of innovative learning methodologies** – CEFP and AA both utilize teaching methods that enable young people, with limited education, to acquire the necessary competencies to be successful at their craft and to integrate quickly into the job market. Their teaching tools include self-awareness, promotion and development of the individual.

## Constraints/shortcomings

Given their business, employment, economic and social achievements in such a short period, there is nothing to highlight in terms of shortcomings. Artisans d'Angkor is simply an exceptional training and enterprise success.

## **Replicability**

As a business and training model, the CEFP and AA approach has immense learning value for other global communities wanting to grow jobs through the traditional craft sector. AA has demonstrated how to capitalize on the world's growing tourism industry, and provides an excellent model for training, decent job creation and business success that incorporates best practice in terms of education, design, marketing, customer service and craftsmanship.

### ***b) Entra 21 (Latin America and the Caribbean)***

#### **Background and description**

Over half of the population of Latin America and the Caribbean is under the age of 24 years. The regional youth unemployment rate for Latin America and the Caribbean 16.6 per cent (ILO, 2006a: 3). Youth unemployment rates are on the rise in most countries of the region. Generally, there has been a mismatch between school education experience and labour market needs and opportunities with educational systems failing to equip young people with the knowledge and skills necessary to succeed in a rapidly changing employment marketplace. Simultaneously, employers are also expressing an urgent requirement for workers who are equipped with the technical skills required to contribute to the region's rapidly growing information-based economy.

Entra 21 is a US\$29 million initiative aimed at responding to this twin employment challenge. Capitalizing on the dramatic impact of information technology on the world economy, Entra 21 seeks to make a contribution to building a bridge between identified labour market needs and those young people whose interests and capabilities render them ideal candidates for meeting employer needs for entry level workers with ICT skills.

Created in 2001 by a partnership between the International Youth Foundation (IYF) and the Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB), Entra 21 provides disadvantaged young people (aged 16-29 years), in 18 countries of Latin America and the Caribbean, with information technology skills that are competitive in the employment market, and with complimentary life skills needed to be successful. Entra 21's definition of disadvantaged young people is that they come from the lowest 40 per cent of the income levels of the population and that they have no more than a high school education.

This collaborative project has three objectives, namely, to:

- support local projects that train young people and assist them in securing jobs that target ICT skills;
- create partnerships among not-for-profit, non-government agencies, governments and businesses to meet the ICT training and employment needs of the region; and
- identify, document and disseminate best practices in training, job placement and collaboration among participating organizations.

Entra 21 incorporates a number of unique features, namely:

- the delivery mechanism is via 33 NGOs and institutes with strong links to the private sector. They have been given grants ranging from US\$300,000-US\$500,000 over a two-three year period;
- the requirement for all projects to have a clear strategy for job placement, based on labour studies, thus ensuring they go beyond the traditional focus of technical skills training;



- the use of short-term intensive courses; and
- the application of a comprehensive curriculum that includes technical skills combined with life skills and job seeking skills.

Each of the 35 projects reflects local need and local labour market opportunity. Below are three illustrations of this diversity:

- **Argentina** – responding to a national unemployment rate of 23 per cent, where young people are twice as likely to be unemployed than older job seekers, Fundacion SES, as implementing partner, provided 450 young people, through five regional projects, the opportunity of 450 hours of instruction. This instruction was equally divided between basic ICT, life skills, employability skills and specialized ICT training. Participants were divided into ten-person ‘job training groups’, each of which were trained for a particular type of job and assigned a professional tutor. Each participant also undertook 200 hours of community service, aimed at partially repaying their tuition costs and utilizing their ICT skills. Participants also had access to a computer database of local job openings and an opportunity for self-employment training.
- **Brazil** – recognizing the enormous job potential in the nation’s growing tourism industry, especially for workers trained in ICTs, the Institute de Hospitalidade (IH), launched a training programme targeting 480 disadvantaged young people (16-21 years old) in northeast Brazil. In addition to 480 hours of training, participants undertook a month-long internship with a local hospitality business. Participants received a nationally recognized certification.
- **Panama** – more than 60 per cent of Panamanians aged 15-29 years are unemployed. In terms of addressing such unemployment challenges, Panama has provided incentives for the creation of call centres to serve the hotel, banking and commercial sectors. However, companies were having difficulty in recruiting young people with the necessary core qualifications. The “Consejo del Sector Privado para La Asistencia Educacional” trained 600 high school graduates in Panama city with the skills to serve as operators, telemarketing agents and service providers within call centres. Participants received 300 hours of learning in life skills, basic information technology, telemarketing and business electronics. Each undertook a 160-hour internship and was given the opportunity to access job placement services up to three months following graduation.

### Key partners

- **Donors** – the MIF helped establish this programme with an initial challenge grant of US\$10 million to be matched by the IYF. IYF met this challenge and raised US\$17 million in matching funds, which included more than US\$7 million raised by local organizations. Private donors included Gap, Lucente, Merrill Lynch, Microsoft, Nike, Nokia, Shell and UNOCAL. Public supporters included USAID, Government of Brazil, Municipalities of Cordoba (Argentina), Medellin (Columbia) Guanajuato (Mexico) and Manizales (Columbia).
- **Implementing partners** – 33 indigenous NGOs and training institutes. Many of the implementers are members of the IYF Global Partner Network.
- **Local partners** – implementing partners tapped into their own network of local affiliates (for example, Fundacion SES in Argentina was able to deliver the programme through five regions of the country using local groups). Many of the implementers also utilized local job placement services. The involvement of local businesses for internships was an essential ingredient of every programme.

## Impacts/achievements

Entra 21 has a unique distinguishing feature compared to many employment programs- it has undertaken extensive external evaluations (IYF, 2006) which permit to clearly and precisely identify its impact. The main findings of these evaluations are the following:

- Total investment between 2001 and 2007 was US\$29 million (target was US\$23.7 million).
- Number of young people engaged was 19,332 (target was 12,000).
- Overall course completion rate was 89 per cent ( target was 80 per cent).
- Job placement rate was 54 per cent, six months after graduation (target was 40 per cent based on other regional youth programmes).

In addition, evaluation studies (Pezzullo, 2006: 3)<sup>5</sup> highlighted:

- Very high employer satisfaction with programme graduates. They rated graduate life skills and graduate ICT skills at 4.3 and 3.6 respectively on a scale of 0-5.
- The 54 per cent job placement rate included:
  - 57 per cent with formal permanent contracts;
  - 85 per cent working 35 plus hours each week;
  - 74 per cent with one or more benefits; and
  - 52 per cent utilizing ICT skills often to very often.
- 40 per cent returned to school studies (compared to 26 per cent in school at baseline).
- 27 per cent of participants are now neither studying nor working (compared to 66 per cent at baseline).
- 9 per cent of graduates opted to start their own businesses.
- 59 per cent of graduates reported at the end of training of having higher expectations of what type of employment they could aspire to, as well as what they could achieve.
- Salaries for those previously working at least doubled after graduation from the programme.
- Benefits appear to be distributed equally among participants. However, in some contexts males had stronger outcomes.
- Cost/youth: US\$943-US\$1,453, depending on the country and cost/hour: US\$1.10-US\$1.55.
- Benefit/cost ratio: \$1.67-\$2.82 of benefit per dollar invested.
- 66 per cent of the youths improved labour situation over 14 month period, mostly in better employment conditions.

<sup>5</sup> See also Pezullo (2008):

<http://info.worldbank.org/etools/docs/library/243471/day8SusanaPezulloApril9Session2.pdf>

Entra 21 success (2002-2007) has not gone without notice. The MIF has recently renewed its commitment with a further grant of US\$10 million, while IYF are currently seeking global corporate matching. USAID chose Entra 21 from among 400 alliances worldwide to receive its 2006 Global Development Alliance Excellence Award.

### **Success factors/lessons**

Entra 21 has been subject to extensive evaluation which has highlighted at least eight important factors in its success:

- **Emphasis on job placement** – job placement rather than technical training has been the key driver of the programme. A job placement service and use of internships were essential elements in all programmes.
- **Selection of an appropriate local implementer** – NGOs and institutes chosen to implement the programme all had a proven track record in successful youth development projects, as well as strong connections to the private sector and well-established local business networks.
- **Dual client model** – Entra 21 saw it had two target groups – young people and employers. Strong focus on understanding the needs of both groups, and bridging the gap between their differing perceptions, was a major strength of the programme.
- **Curriculum based upon local labour market realities** – programmes were built upon the study into local labour market needs and opportunities. For example, in Contagena, Columbia, the local implementing NGO, Fundacion Indufrial, surveyed 650 local business leaders regarding skill and qualification requirements prior to designing their course curriculum.
- **Relevance of the ICT field** – demand for workers with appropriate ICT skills is extremely high, reflecting the region’s growing information-based economy. At the same time, young people possess the interest, creativity and adaptability to thrive in this field.
- **Integrated training** – the programme emphasizes the integration of technical competencies, life skills, job seeking skills and personalized participant attention. The average duration of a training package is 7-8 months, including an internship period. This translates into a course load of approximately 640 hours, with an average breakdown of components as follows – technical training (46 per cent) life skills (17 per cent), job seeking skills (9 per cent) and internship (28 per cent) (Pezzullo, 2006: 2).
- **IYF Youth Development Beliefs** – the Entra 21 initiative is consistent with the core beliefs of IYF, developed through its work in 60 countries and with 21 million young people, *“by providing youth a safe place, caring and competent adults, quality instruction, high standards and integrated services, young people increase their personal and societal assets and become more employable”* (Pezzullo, 2006: 4).
- **Database, evaluation mechanisms and learning system** – strong database, evaluation and learning systems have been in place during the course of the programme, aimed at strengthening the effectiveness of the projects and enabling them to ‘leapfrog’ on each other’s experiences, as well as providing information to enable replication elsewhere.

## **Constraints/shortcomings**

Systematic evaluation of the programme has enabled a refocusing during the second phase of the project that began in 2008, including:

- a scaling up of the model from an average of 500 participants to 5000 participants per project through greater use of public institutions rather than just utilizing NGOs; and
- involving more vulnerable young people with a greater focus on rural young people and those with lower educational levels.

## **Replicability**

As mentioned above, commitments have already been made by MIF and IYF to continue the programme in the Latin America and Caribbean regions, whilst concurrently seeking to upscale the size of each project. In addition, IYF is actively investigating creative ways in which this model could be replicated in Africa, with a stronger emphasis/focus on potential self-employment option outcomes for youth participants rather than just job placement.

### ***c) Goan Community Environmental Job Creation***

#### **Background and description**

India's smallest state, Goa has developed an international reputation as a major tourist destination. Such development has not been without costs, and the state faces major challenges in terms of waste management and environmental degradation.

Over the last decade, a growing community environmental awareness movement has evolved. Recognizing that citizens require alternatives to changing behaviours, this movement has moved from debating issues to providing solutions. The Corporation of the City of Panaji (CCP) and the People's Movement for Civic Action (PMCA) in the capital city of Panjim are two organisations promoting this approach. Panjim is a city of 7.56 km<sup>2</sup> and supports a population of 59,000. The city produces a total of 50 metric tonnes of waste daily and expends 18 million Rupees (Rs) annually on disposal of plastic waste alone.

PMCA took up the issue of plastic bags in 1998, when they held an exhibition entitled '*Alternatives to Bags*', with a focus on putting value to waste. Over 2000 people attended this exhibition and it acted as a catalyst to new thinking and action. An immediate response was the creation of a paper bag production industry. A group of young people (including young people with visual impairments) were supported to establish self-employment ventures. Today, a paper bag manufacturing business sector exists, including recycled paper bag initiatives. Their business success has been achieved through the support of many high profile businesses (including most five star hotels) who have opted to patronize their paper packaging due to their creative flair as much as the environmental appeal. This initiative was strengthened by the actions of several Goan municipalities placing a total ban on the use of plastic bags. It is estimated that there are now in excess of 20 'alternative to plastic bags' enterprises employing approximately 80 young people.

Recycling of garbage was perceived by the PMAC and the CCP as the area of greatest concern and as having the best job creation potential. They began to educate people about rubbish segregation, getting Panjim residents to separate at source and begin to practice composting. They were successful in helping many offices and households reduce waste by up to 85 per cent.

This recycling revolution was supported by four significant job creation actions, namely:

- **Creation of a Compost Management Unit within the City of Panjim that built, operates and manages a number of community and commercial composting stations and provides advice on household recycling** - with a plan to compost all household wet waste within city limits, Panjim is creating 174 colony-level composting stations. The Compost Management Unit has created ten positions for young people. In addition, the CCP employs 190 sanitation workers in municipal solid waste collection, pickup and disposal. Through the focus on separated waste and the introduction of proper hygiene procedures, hazardous working conditions are being eliminated. In addition, the separation processes has improved the financial return to recycling participants. The city recognizes that an effective waste management programme pays for itself.
- **Support for the establishment of rag picker recycling stations** - today there are over 50 such stations in Goa, each employing on average five persons. Another five to ten persons collect for each recycling station. Currently, 38 categories of waste product are being collected. The profession of ‘rag picker’ has been given legitimacy status with designated working areas, training in occupational health and safety, worker health check-ups, and provision of protective equipment, uniform and a badge.
- **Involvement of the private sector in offering incentives for the return of bottles, milk cartons and Tetra Paks** - The Goa Dairy Milk Company has established a recycling scheme for all used milk plastic bags, while six beer manufacturers (Kingfisher, Fosters, Cobra, Bello, Kings and Haywards 5000) have introduced a beer bottle return incentive scheme. The container recycling effort has been strengthened dramatically in Goa by the collaboration of three soft drink and water competitors – Pepsi, Biseri and Coke – establishing four joint collection centres. These centres have also started accepting used (but clean) plastic carry bags which are then recycled. The Tetra Pak company has recently become involved in the recycling efforts and installed a hydraulic baling press at a CCP collection centre. This machine helps compact recycled waste fractions for effective and efficient transportation out of Goa. This initiative alone employs another four rag pickers. In July, 2007 the Titan watch company requested all their service centres to begin collecting used batteries from their watch servicing activities, and then transports and disposes of them in a responsible way. These business actions are encouraging other companies to enhance their recycling efforts.
- **Popularization of composting** – this has led to the creation of a number of enterprises supporting the requirements of the composting movement. Four enterprises employing 50 staff are now manufacturing composting bins, while another 50 workers are employed by four businesses producing the inputs for composting, such as the required bio chemicals.

Much of the above has been achieved through the visionary efforts of one young Goan, Clinton Vaz, age 26, who since 2001 has committed himself full time to seek out practical and cost-effective measures to deal with Goa’s waste issues. Benefiting from time in Sweden, interacting with environmentalists and scientists, Clinton has improvised and localized many Swedish solutions within the Goan context. From 2005-2007, he advised the CCP on waste management, and was responsible for their initiatives in terms of a reduction in landfill waste, recycling, composting and segregation at source. He currently commits his time to building community awareness about creative environmentally friendly responses (including meaningful job creation) in terms of waste management.

## Key partners

- **Private sector** – the private sector has played a critical role in achieving economic sustainability of a number of the ventures, including provision of a market outlet for a number of businesses and willingness to be proactive in the recycling industry. Without private sector support, none of the new environmentally-orientated small enterprises would have become financially viable. The willingness of numerous companies to engage in incentive recycling arrangements, especially a group of competitors in the bottle drink industry to collaborate on the creation of collection centres was a significant milestone for the environmental job creation movement.
- **Local government** – the role of a local government municipality like the Corporation of the City of Panaji has been extremely significant in the movement for environmental job creation. Slowly, other municipalities in the state of Goa are following their example and many village authorities (Panchyats) are contemplating village-level actions. The state government has been slow to see the potential for state leadership in terms of the environment and job creation.
- **NGOs** – the People’s Movement for Civic Action, Goa Foundation, Goacan and other smaller community groups have consistently played the role of community catalysts and instigated significant community awareness activities that have focused the attention of the public on creative initiatives rather than dwelling on the problem. Their role has demonstrated strongly the value of focussing people’s minds on the important message of *“the half full, rather than half empty part of the glass”*.

## Impacts/achievements

Without any State Government assistance, but with the support of enlightened municipalities, local action groups and environmental entrepreneur have had a major impact on environmental job creation. Their focus on practical solutions to the major environmental challenges has led to innovative job generation. Today, it is estimated that over 2000 jobs (primarily youth jobs, equally split between male and female) have been created in waste management, composting and niche environmental business creation, e.g., recycling systems, organic waste sales, paper bag production, inputs to the composting process, environmental jewellery, etc.

## Success factors/lessons

Observers of the environmental job creation movement in Goa comment on six key success factors that have lessons for other communities, namely:

- **Synergy between environment and economic development** – key activists in the community, local government and business sectors have seen the connections between environmental challenges and job creation. In particular, environment and community development leaders have played a critical role in focussing the attention of the public and authorities on practical solutions rather than endless issue debate.
- **Connection to a major youth passion** – the environment and sustainability are critical interest areas for today’s young people, and much of the creativity and energy behind the environmental job creation responses have been led by young people. Today, a high level of public awareness exists in Goa about waste management issues due to the efforts of youthful environmentalists.

- **Commitment and passion of key activists** – the role of individuals like Clinton Vaz and the leadership of the People’s Movement for Civic Action, has been very significant in sustaining community interest and support for the environmental job creation movement. Their personal commitments to environmental issues and to new and innovative initiatives have inspired many to become involved.
- **Adoption of international best practice** – Sweden, in particular, has played a major role in introducing environmental awareness and innovative job creation to Goa. Regular study tours to Sweden by Clinton Vaz, and visits by young Swedish activists have all been significant events in the movement’s development.
- **Involvement of the private sector** – as mentioned above, the private sector has played a vital role in enabling the sustainability of all of the ventures. Without incentives and collection centres, the recycling sector would not be able to generate the current job creation levels. Without the personal support and purchasing action of a number of high profile Goan businesses, the ideas and enthusiasm of many of the youth environmental product entrepreneurs would have withered quickly.
- **Impact of legislative measures** – the contribution of several legislative actions cannot be underestimated, including the prohibition of plastic bags by certain municipalities or the increasing of the thickness of plastic, enabling greater recycling value and the adoption of waste separation measures.

### **Constraints/shortcomings**

Two major issues are continuously mentioned in community discussions about environment job creation constraints in Goa, namely:

- lack of state government commitment , leadership and practical support; and
- the employment benefits to those who provide the basic services, especially the rag pickers – their low wages, poor work conditions and seasonality of the profession are some of the pertinent concerns that require addressing. The minimum wage in Goa is Rs2600 per month, and while most workers in the aforementioned activities are earning in excess of this, there is a need to enhance the financial returns and continuously improve working conditions.

### **Replicability**

The environmental and waste management sectors have immense community job creation potential, especially for young people who are attracted to these issues. Goan communities have demonstrated this potential, and the ability to benefit from international best practice.

## **d) KOTO (Know One Teach One) Restaurant and Vocational Training Program (Viet Nam)**

### **Background and description**

Among other consequences, the legacy of war in Viet Nam has had an impact on the age profile of the country's current population, which is significantly young and very poor. 60 per cent of the population is under the age of 25. 75 per cent of Vietnamese live in rural Viet Nam, where half of the population live below the world's poverty line (KOTO, 2008). Consequently, many young Vietnamese have little hope of completing school, let alone finding a career. Many Vietnamese young people migrate to cities in the hope of finding income for themselves and their families. It is currently estimated that between 19,000 and 25,000 young people live on the streets of Hanoi and Ho Chi Minh City respectively (KOTO, 2008). The risk factors for most of them include poor health, limited employment options and exploitation in terms of drugs and prostitution.

Juxtaposed against the aforementioned scenario is KOTO, a small, but very impressive beacon of hope. KOTO is a restaurant with a difference. Every six months, approximately 25 young people living on the streets have the opportunity of becoming a hospitality trainee within a unique trade and life skills training environment. KOTO functions as a not-for-profit business/training centre. It envisions transforming the lives of street and disadvantaged young people in Viet Nam.

Koto is the creation of Jimmy Pham who in 1998, with a team of volunteers from Australia set up a registered charity (*Street Voices*) targeting disadvantaged young people in Viet Nam. Jimmy Pham left Viet Nam as a young boy to live in Australia and returned to his country of origin at age 24, as a travel guide. His motivation is summarized by this statement - "*the greatest accomplishment for the person who has helped you is to see you stand on your own two feet and then in turn help someone else that reminds you of yourself because you know one, then you should teach one*". The concept of KOTO began on the streets of Hanoi in 1996 when Jimmy Pham asked a group of street kids what they wanted in life. They simply replied "*we need skills so we can find stable jobs*", and so the concept of KOTO was created.

KOTO supports its trainees over an 18 month journey from life on the streets to their final placement in a real hospitality job, often in one of Viet Nam's leading hotels and restaurants. KOTO had its genesis six years ago in a small sandwich shop involving nine street children. Today it includes a modern 120-seat restaurant and training facility, strategically located on Van Mieu Street, across from the Temple of Literature. It incorporates a café, bar, cocktail terrace and functions room. It operates daily for breakfast, lunch and dinner. It employs a director and 21 staff. Nine training centre staff operate KOTO's administration, which includes trainee housing and liaison, as well as the teaching of hospitality skills, English and a life skills programme. 13 restaurant staff coordinate the kitchen, front of house and cashier areas. They supervise and provide on-the-job training for KOTO trainees. There are currently five foreign volunteers working with KOTO, assisting with training as well as marketing and fundraising activities.

The KOTO programme incorporates three main areas, namely:

- **Hospitality training** – trainees specialize in either front of house bar and service, or commercial cookery, following a curriculum from Box Hill TAFE, an Australian tertiary institution. In the final month of the programme, each trainee undertakes a one-month work experience placement at a hotel, bar or restaurant in Hanoi.
- **English language training** – trainees undertake a comprehensive English language course, specifically designed for people working in the hospitality industry.



- **Life skills programme** – KOTO believes strongly in encouraging the development of each individual in a holistic sense. The life skills programme is designed to provide trainees with confidence, knowledge and the relevant skills necessary to take control of their lives, make decisions, work cooperatively and build their futures with hope. The programme includes:
  - a structured adolescent reproductive health course;
  - workshops in first aid, night awareness, HIV/AIDS;
  - weekly sporting activities at the UN International School;
  - cultural and creative activities, team-building experiences, social activities and excursions; and
  - participation in a Winter Appeal which involves the collection and distribution of clothing, blankets and food to the underprivileged over the Christmas period.

During their time at KOTO, trainees are provided with accommodation (within shared houses), clothing, laundry, weekday lunches and a monthly living allowance of 600,000 Vietnamese dong (approximately US\$30).

### **Key partners**

- **Private sector** – KOTO has benefited greatly from a variety of networking opportunities with the private sector, including:
  - A distinguished range of Vietnamese restaurants, bars and hotels provide both the one-month work experience programme component together with ongoing employment placement. This group includes Hilton Hanoi, Opera Al Fresco, Bobby Chin, Sofitel Metropole, Sheraton, Vine Restaurant, Sailing Club Resort, Paris Del, Mediterraneo, Wild Lotus, Wild Rice, Indian Palace, Le Pub, Jaffa, etc.
  - A range of Vietnamese businesses, including a number of travel companies and health organizations, provide support for KOTO to undertake their interesting life skills programme and sponsor graduation events and celebrations.
  - Australian business volunteers have helped develop many of the organizational systems of KOTO.
- **Government** – support has been given by the Department of Labour, Invalids and Social Affairs, Hanoi’s People’s Committee and Department of Planning and Investment.
- **International supporters** – including:
  - the Australian-based charity Street Voices, which assists with fundraising and enhancing the profile of the organization, whilst raising awareness about the plight of young Vietnamese street people. Street Voices consists of a committee of dedicated professional and business people in Australia, who have all visited Viet Nam and have been involved at the project level and witnessed first hand how KOTO can change lives.
  - Box Hill TAFE in Victoria, Australia, which provides the hospitality curriculum and the international accreditation.
  - international aid organizations, including the embassies of Australia, Denmark, Germany, Switzerland and the United Kingdom. In addition, financial support has come from Unilever, Volunteers for International Development from Australia, Australian Young Ambassadors, Australian Business Volunteers, Vodafone, Australian Foundation, World Vision and Save the Children. UNESCO has built a resource centre, which trainees can use for self-directed study, reading and computing.

## **Impacts/achievements**

At any one time, 75 trainees aged 16-22 are involved in KOTO. Graduates of the programme are highly valued by the Vietnamese hospitality industry and many now work in top hotels and restaurants in Hanoi. More significantly, KOTO graduates complete the 18-month programme becoming confident and capable young adults who are able to assume control of their lives. 250 trainees have graduated through KOTO since its commencement.

The project continues to generate national and international interest and practical support with plans to open similar projects in Hue (Viet Nam) and Siem Reap (Cambodia).

## **Success factors/lessons**

Five key factors deserve attention, namely, the:

- **personal commitment and passion of the founder, Jimmy Pham** – Jimmy is driven by his personal commitment to the development of his country of birth, and his belief in the right of every young person to live their lives with skills, dignity and pride. His leadership has been a critical factor.
- **integration of both work and life skills training and support** – KOTO provides a holistic approach to the development of each trainee.
- **use of an internationally recognized curriculum** – the use of curriculum and accreditation by an Australian training school – Box Hill TAFE, Victoria – which means that KOTO trainees graduate with an internationally recognized qualification.
- **success in mobilizing extensive financial and technical support** – as illustrated above, KOTO has been exceptional in gaining the support of a broad coalition of business and organizational partners, both in Viet Nam and internationally. In addition, KOTO has successfully utilized an individual pledge scheme (where individuals and families in Australia contribute Aus\$90 per month to support the cost of a trainee), and high profile fundraising activities such as the Bavi Bike Ride, which is Hanoi's biggest cycle challenge.

## **Constraints/shortcomings**

The most critical shortcoming relates to the fact that KOTO can accept only one out of six applicants for its each intake. For example, a recent trainee recruitment activity involved 157 applicants, but only 27 were able to be accepted. The nature of business facilities, costs of the trainee training package and funding limitations obviously dictate the number of young people that can be involved at any one intake. Demand for KOTO trainees is not the issue. Greater resources would obviously grow the number of participating young people.

## **Replicability**

Jimmy Pham and his team have evolved a very successful work and life development model that has generated widespread corporate and individual support. Given the level of urban youth disadvantage around the globe, it is a model that has significant replicability value. In fact, as mentioned above, Street Voices, the charity behind KOTO, have plans for a new project in the Vietnamese city Hue and similar projects in other South East Asian countries.

### III. Support to youth entrepreneurship

#### a) *Shell LiveWIRE International*

##### Background and description

Shell LiveWIRE was initiated in the city of Glasgow, U.K., in 1982, as a programme to encourage young people to consider initiating, managing and developing their own businesses. Following its success as a national programme in the UK, Shell LiveWIRE International was launched in 1998 to introduce its values and simple operational principles to other countries. Today, the programme, in a variety of practical interpretations, is found in 22 diverse countries including Argentina, Brunei, China, Hungary, Ireland, Iran, Mauritius, Nigeria, Oman, Pakistan, Romania, Singapore, South Africa and Sri Lanka. Currently, a further seven countries are developing proposals for its introduction.

Financed in each country by the national Shell Company, other businesses, government, educational and community partners, Shell LiveWIRE International seeks to promote the spirit of enterprise in young people.

In each country, the programme has been designed to meet the specific needs of local young people and to integrate with other agencies committed to the entrepreneurial development of young people. Typically, a LiveWIRE programme may contain some (and in some cases all) of the following services:

- **Enquiry service** – provision of information on the concept of self-employment, how to find and develop a business idea, where to find assistance and how to develop a business plan.
- **Personal advice** – opportunity to link a business adviser/mentor/counsellor.
- **Business planning and ideas generation workshops.**
- **Awards** – an opportunity to recognize and celebrate outstanding young entrepreneurs.

The following international examples illustrate the diversity of approaches:

- **United Kingdom** – LiveWIRE provides:
  - an information advice and practical support for 16-30 year olds, exploring the self-employment option;
  - a free *Essential Business Kit* to every caller, tailored to their specific business idea and containing two booklets titled, '*Market Research for the First Time*' and '*Writing your First Business Plan*';
  - one-to-one advice through a national network of local business advisers and young business mentors;
  - an interactive web service and idea exchange; and
  - a 'Young Entrepreneur of the Year' awards programme.

The interactive web service and idea exchange includes such practical tools as:

- **The Big Top** – a tool to help young people map their career path and test suitability for entrepreneurship;

- **Unlock Your Potential** – a tool to assist with the development of business ideas;
  - **Be your Own Boss** – online library of hundreds of articles on key business themes;
  - **Finance Action Planner** – a financial modelling tool to assist with the development of financial skills and to help undertake financial forecasts; and
  - **Discussion Forum** – to allow interaction with others interested in entrepreneurship.
- **Pakistan** – launched in 2003, LiveWIRE is called Shell Tameer and encourages 18-32 year olds to envisage starting a business as a desirable and viable career option by providing free information, advice and training support. Its services include:
- **information services** – use of brochures, awareness materials and website;
  - **mentoring** – either on a one-to-one basis or in small focus groups;
  - **awareness seminars** – held across the country, that seeks to target students of business, professional, vocational and polytechnic institutions;
  - **workshops** – conducts two module training workshops namely; *‘The Bright Ideas Workshop’* and *‘Becoming a Successful owner/Manager’*;
  - **awards** – recognizes and celebrates the success and efforts of 10 young entrepreneurs each year; and
  - **entrepreneurship club** – promotes a networking experience for actual and aspiring young entrepreneurs.
- **Nigeria** – Launched in 2003, LiveWIRE Nigeria was the 21st LiveWIRE programme launched around the globe. Its programme activities target 18-30 year olds, and includes:
- **Young Business Leaders Awards** – a prestigious cash awards programme for young entrepreneurs who have been in business for up to two years;
  - **‘Bright Ideas’ and ‘Become a Successful Owner Manager Workshop’**;
  - **Business Awareness Forums** for young university graduates;
  - **Business Information and Enquiry Service** – includes the provision of Business opportunities profiles outlining the requirements and market opportunities in each business sector; and
  - **Volunteer Mentoring Programme.**
- **Oman** – LiveWIRE in Oman is called Intilaaqah Oman, with the purpose of stimulating and encouraging young Omanis (18-32 years), especially unemployed young Omanis, to consider the option of starting their own businesses, and to provide assistance to those who wish to take up that option. It was presented to the nation by Shell International Group of Companies to mark the Sultanate’s 25th National Day in November 1995, with ambitious objectives to:
- provide young Omanis with the tools to develop their business ideas by offering personal counselling and referral to training in preparation for starting a business;
  - help the Omani government’s aim of diversification of the economy away from oil and gas;
  - help alleviate the growing unemployment amongst young Omanis; and
  - demonstrate Shell’s commitment to the sustainable development in the Sultanate.

Intilaaqah Oman provides three main services, free of charge, namely:

- **Four types of training courses:**
  - **Bright Ideas Workshop** (1 day) – seeks to energise young people about self-employment as a career option.

- **Business Planning and Ownership Course** (3 month training) – equips young people with the skills to run a business and develop their competitive edge.
- **Become a Successful Owner/Manager Workshop** (3 days) – helps participants develop a business plan.
- **Beat the Business Blues Workshop** (2 days) – helping existing young entrepreneurs overcome early business challenges.
- **Professional guidance and business counselling.**
- **Intilaaqah Annual Awards** to profile the best young entrepreneurs in Oman.

### **Key partners**

For 25 years, LiveWIRE has been one of the Shell Oil Company's major community investment programmes. However, in every country, the programme has always sought to create a coalition of partners from business, educational, government and community organizations as illustrated below by the programmes in Oman, Nigeria and Pakistan:

- **Oman** – Key partners include the National Bank of Oman, Bank Muscat, Knowledge Oasis Muscat, Oman International Bank, SANAD Programme, Oman Air and Sultan Qaboos University.
- **Nigeria** – Shell Foundation and Shell Petroleum Development Company of Nigeria have funded the initiative, while the Community Development Foundation, a Nigerian NGO, has implemented it.
- **Pakistan** – Tameer Pakistan have five key partners, namely the Small and Medium Enterprise Development Authority, Institute of Business Administrators, Association of Certified Chartered Accountants, Rozger Microfinance Bank and SME Bank Ltd.

### **Impacts/achievements**

Since 2000, it is estimated that over four million young people have been in contact with a LiveWIRE programme. Currently, one million young people come in touch with the programme each year worldwide, and 200,000 young people undertake some form of training. In the United Kingdom, research indicates that the LiveWIRE programme has enabled:

- 600,000 young people to explore starting their own business since 1982;
- approximately 16 per cent of all enquiries do start a business;
- an average three to four jobs are created by each business start up; and
- 65 per cent of new start ups are still trading four years later.

In Oman, Intilaaqah Oman was the first national entrepreneurial development programme. It currently trains and supports over 5,500 young people each year in their suite of training programmes. A recent evaluation has shown that 37 per cent of participants over the last 12 years still run an enterprise, and nearly all the remainder of the participants are in private or public sector employment or further studies. Intilaaqah Oman has also proved itself as an effective gender-equity initiative, with 54 per cent of participants being young women. 95 per cent of Intilaaqah-supported businesses are in the formal sector, and most generate an income far greater than that which is possible in the public sector.

## Success factors/lessons

Six key factors need to be highlighted:

- **Continuing appeal to young people** – across the world, LiveWIRE International has discovered that the two most appealing features of LiveWIRE for young people are:
  - its open accessibility. It is available to all, irrespective of socio-economic status, educational level, gender, and ability and at no cost.. The programme attracts many people with no education through to those with a master’s degree in business administration. The only eligibility qualification is an interest and motivation in pursuing the enterprise option.
  - its no-obligation/no-hassle nature – young people can pursue the option to their level of interest without obligation. The programme is viewed as an option to develop enterprising behaviours, rather than as the only option to unemployment.
- **Standardization of programme elements and processes** – the impressive and successful reproduction of LiveWIRE as a youth enterprise initiative across the globe is in part due to a well tested formula for youth entrepreneurial development. New countries embracing the model have been able to “*leapfrog*” on others experiences and extensive product development. For example, 12 years of Intilaaqah experience in Oman have enabled the speedy and successful introduction of the model in other Middle Eastern countries including the United Arab Emirates, Egypt, Qatar, the Libyan Arab Jamahiriya and the Syrian Arab Republic.
- **Comprehensive set of supports** – the collective power of information, training, promotion, mentorship, awards and networking is a simple but powerful combination of resources.
- **Substantial commitment by Shell** – Shell and its management have been committed to the programme for 25 years. They have contributed in excess of US \$7 million in cash prizes in UK since 1982, and have currently allocated US\$ 7 million to finance the global rollout of the programme. In Oman, all four Intilaaqah staff are Shell employees and the network of Shell service stations across the country are vital centres for the promotion of the programme.
- **National identity and cultural sensitivity** – whilst there are common elements and values, LiveWIRE in each country reflects the culture, needs and the resource opportunities of each country. Prior to the establishment of a programme in any country, in-depth country research is carried out to identify local needs, opportunities and critical business development issues. The diversity of programmes and their cultural appropriateness are critical features of this global initiative.
- **Collaboration** – willingness of Shell to partner and co-own with a host of other business, government, community and educational groups strengthens LiveWIRE’s activities and resource base. In most host countries, governments are strongly committed to entrepreneurial development as a national priority, and are very keen to partner with Shell on such a comprehensive enterprise programme. For example, in Oman, the Government with its “Omanization” policy of the economy and labour force view Intilaaqah as a very useful programme initiative in building an entrepreneurial culture.

## Constraints/shortcomings

Three limitations are quoted by LiveWIRE staff:

- **Lack of financing mechanism** – the programme does not offer any funding support to young people. This is often a critical business creation challenge for a group with limited experience and collateral. However, some observers believe that this is in fact a strength in the programme as the issue of money access can become the only focus for many potential entrepreneurs.
- **Limited worldwide penetration** – Shell LiveWIRE International believe that such a programme has value in every country and ideally should not be limited to the current 25 participating countries.
- **Entrepreneurial reluctance** – in many countries, young people and their parents still look to the government for public sector employment, and are not prepared for the risk of self-employment. Greater focus on the education of young people and their parents regarding self-employment as a viable and exciting career option is essential. In addition, while LiveWIRE has proved extremely successful in attracting young women as training participants, some cultures are still unsupportive of women as entrepreneurs, resulting in a limited translation to business creation due to a lack of family and community support and encouragement.

## Replicability

With 25 unique national programmes and seven countries about to join the network, the replicability of the programme, especially its values and activities, has been demonstrated. With one million young people across the globe connecting at some level each year, the model still has immense value in terms of youth enterprise and employment development.

### ***b) Youth Business International***

#### **Background and description**

Youth business International (YBI) is an initiative of the International Business Leaders Forum ([www.iblf.org](http://www.iblf.org)). It was established to facilitate the development of programmes to stimulate youth entrepreneurship around the globe. It seeks to help disadvantaged young people realize their ambitions to become entrepreneurs. YBI had assisted over 17,000 young people to start a business through a range of outreach services, including business mentoring, provision of start-up finance and the exchange of best practice among young entrepreneurs.

The principles upon which YBI programmes are based were developed in the United Kingdom by the Prince's Trust, and have been successfully adapted to a wide variety of cultures and economies. The Youth Business Programmes (YBPs) are locally-based, independent initiatives that adopt the YBI model to meet national needs, conditions and opportunities.

YBPs have been accredited by YBI in 20 countries; namely: Argentina, Barbados, Brazil, Canada, China, Colombia, Guyana, Hong Kong (China), Hungary, India, Kenya, Mauritius, Mexico, Nigeria, Saudi Arabia, Scotland, South Africa, Sri Lanka, Syria, and Trinidad and Tobago.

A further eighteen 17 countries are operating pilot YBPs, namely: Albania, Australia, Bangladesh, Belize, Bolivia, Egypt, Ghana, Indonesia, Israel, Jamaica, Malaysia, Nepal, Philippines, Poland, Singapore, Ukraine and Uruguay.

Bulgaria, Cameroon, Pakistan, the Russian Federation, Thailand, Uganda and the United States are under consideration as pilot YBPs.

YBPs share common principles and working conditions. The simple purpose of each YBP is to enable young people (usually between 18-30 years) to establish and grow businesses through access to finance and business mentoring support.

YBI mobilizes the business community to provide crucial support and each local initiative operates on three core principles:

- they work with disadvantaged young people;
- they provide access to financial support to those with a viable business proposition, but who are unable to find finance elsewhere; and
- they provide successful applicants with a business mentor and full access to the organization’s local and national business support network.

YBI seeks to bring together people in the corporate sector, civil society and government, who make available their skills, expertise and facilities to enable young people to access finance, as well as provide business mentoring and support to young entrepreneurs during the start up and initial development of the business.

Two national examples of a YBP are:

– **The Centennial Fund (Saudi Arabia)**

This was the first YBP in the Middle East and North Africa region. A Royal Decree approved the creation of this charitable institution in July, 2004, launching its services in January, 2006. Its mission is *“to enable young Saudi men and women through mentoring, facilitation and financing to start their own businesses thereby transforming them from job seekers to job providers and helping them achieve financial independence”*.

It targets young people aged 18-35 years by assisting their self-employment aspirations and providing the following comprehensive services:

***Core services:***

- Help develop and refine feasibility studies and business plans.
- Interest-free loan of up to 200,000 Saudi Arabian Riyals (US\$53,000) to fund part or all of the cost of starting the business, requiring no outside collateral or guarantor and repayable over 5 years.
- Business mentoring for three years.
- Facilitation of government permits and licenses.

***Ancillary Services:***

- Access to training and consultations.
- Access to additional support services such as –
  - banking and insurance services;
  - IT and telecom services;
  - finance and accounting services;



- marketing and PR services; and
- discounts on purchases.

The Centennial Foundation is uniquely characterized by its sophisticated platform to deliver its high quality service to its clients and its focus on directing most of its services to non-metropolitan regions of Saudi Arabia.

– **Youth Business China (YBC)**

YBC, established in 2003, is a non-profit programme with the ambitious mission of “promoting entrepreneurship, enhancing employability, creating job opportunities, revitalising the economy; implementing social responsibility and promoting social harmony”. It is being implemented by the China Youth and Children Foundation for Social Education.

It targets young people aged 18-35 years who are unemployed or underemployed, have a viable business idea and a passion for entrepreneurship, but who lack experience and access to capital. Youth Business China provides:

- US\$4000-US\$6000 in seed capital;
- one-to-one accompanied mentoring;
- business information, skills training and emotional support; and
- access to business networking.

Over the last four years, YBC has developed a unique entrepreneurial support model which is sympathetic to Chinese culture. YBC aims not only to provide a service for young people to start their own business, but also to assist Chinese companies to fulfil their corporation responsibilities and to assist governments tackling the unemployment issue, thus engendering a harmonious community.

## **Key partners**

Globally, YBI has developed an impressive set of corporate, international and national agency partners. Accenture, ABN-AMRO, BP, British Airways, Deloitte, Diageo, Ernst and Young, KPMG, Lovells, PriceWaterHouseCoopers, Scotiabank, Shell, Standard Chartered Bank and Unilever are among the corporate sponsors that are working with YPBs in multiple sites around the globe. UN, World Bank, ILO, USAID, Islamic Development Bank and Canadian International Development Agency are numbered among international development agencies who are giving international support. The International Youth Trust, International Business Leaders Forum, Rotary International, Loomba Trust and Parthenon Trust and are examples of community organizations supporting multiple sites.

At the national level, each programme has a set of collaborating partners, e.g., Youth Business China was established by the collaborative efforts of the All-China Youth Federation, Ministry of Labour and Social Security, the All-China Federation of Industry and Commerce, and The United Kingdom Chinese Embassy. It currently has more than 60 corporations and institutions as its national level partners. YBC has now established 10 regional offices which enjoy the practical support on average of 10 regionally-based corporations. Overall, YBC has over 100 partners around China.

Corporate support has been essential in most countries for the creation of local funding mechanisms and the mobilization of sufficient numbers of mentors.

## Impacts/achievements

YBI has contributed greatly through its national programmes to both building the employability of young people through their enterprise skill development and to strengthening the culture of entrepreneurship. YBI estimates that by the end of 2007, 40 YBPs had:

- supported the creation of over 90,000 youth enterprises;
- produced a new entrepreneur every 94 minutes;
- supported 56/44 per cent male/female ratio of entrepreneurs;
- promoted average loans of US\$5118;
- sustained 70 per cent of businesses into their third year;
- mobilized 4,305 active volunteer business mentors; and
- created businesses that averaged 1.71 employees in their first three years.

In Saudi Arabia, the Centennial Fund has achieved:

- 433 new businesses in 2007 (involves over 600 new jobs), and has a target of 1000 new businesses in 2008 (involving over 1500 new jobs);
- a 26 per cent female programme participation rate; and
- mobilization of over 1300 men and women as volunteer mentors.

In China, YBC has achieved:

- 200 new businesses in 2007 (involves over 2000 new jobs), and has a target of 1000 new businesses in 2008 (involving over 8000 new jobs);
- Creation of an Entrepreneurial Consultancy Centre (call centre), which provided over 100,000 business consultancies to young people;
- Establishment of 11 YBC-HP Entrepreneurial Training Centres which has provided business knowledge and skills training to over 50,000 young people;
- A 45 per cent female participation rate;
- Recruitment of 1000 business people as volunteer mentors; and
- Establishment of a special fund to help women, minority groups, orphans, people with disabilities and university graduates.

Recent acknowledgement of the role of YBI and its YBPs has occurred in the framework of the Youth Employment Network (YEN) when YBI was asked to provide the secretariat for the high-level panel's working group on '*Entrepreneurship*', and this subsequently resulted in a roadmap to promote and develop youth entrepreneurship. Interest in the YEN model has led YBI to become involved with the exploration of new entrepreneurship development opportunities with governments, civil society groups and business organizations in an additional 30 countries.

## Success factors/lessons

Five key factors provide insight into the success of YBI:

- **Patronage and corporate business leadership** – YBI has benefitted greatly from the patronage and personal interest of His Royal Highness, the Prince of Wales and his ability to attract and involve key national figures and organizations in the various participating countries. In addition, the movement has been able to mobilise the financial and leadership contribution from many of the major international corporate companies. There has been a prestige factor that has benefitted greatly the enormous global spread of YBI.

- **Simple support formula** – YBI provides a simple cocktail of services that deals with essentials for youth business creation and development – access to advice, funding, mentoring and networking.
- **Mobilization of local business support in terms of mentorship** – mentors are a critical factor in the success of the programme and the ability of the YBIs to identify, mobilize, train and support mentors has been critical for the successful outcomes of YBIs. YBI indeed firmly believes that continuous mentoring is an indispensable condition for success and devotes special attention and resources to the issue.
- **National/local adaptation of the model** – while the formula of service provision is simple, YBI has encouraged the development and evaluation of YBIs that reflect local culture, national priorities, conditions and business development issues. Linkages and integration with other national and local enterprise development initiatives has also been a characteristic of YBIs.
- **International sharing of experiences** – YBI encourages the sharing of international experiences through regular studies, a website and events. This has enabled YBIs to ‘*leapfrog*’ on each other’s experiences.

### **Constraints/shortcomings**

The number of young people able to be serviced by each YBI is limited by the capacity of the national programme and its local partners to mobilize business support for loan funds and especially mentors. Both are critical ingredients of support offered to each participating young person. Currently, YBIs have only mobilized 4,305 active volunteer business mentors. The YBIs could obviously expand with a greater mentor base.

### **Replicability**

The adaptation by 40 geographically, culturally and economically diverse countries worldwide is an indication of the success of its model formula of services as well as evidence of the willingness of YBI to ensure local adaptation and evolution.

## 4. Conclusion

This Study showcases and captures a small collection of innovative and successful stories from across the globe related to community-based youth employment initiatives. They synoptically, but concisely depict the journeys of a diverse range of individuals and organizations as they seek to creatively respond to the challenges and opportunities involved in creating decent youth employment.

Central to each story are five elements that encapsulate and summarize the case studies, namely –

- **Contribution of community initiative** – while some of the case studies feature international or regional strategies and frameworks, all involve a community response, local champions and the active participation and contribution of the private sector at the local level. These stories illustrate well both the relevance and the means to help achieve this ingredient called local ‘buy-in’
- **Importance of partnerships** – the case studies provide excellent illustrations of the compelling dynamic of partnerships that can evolve between community, civil society groups, private sector, international development agencies and governments of all levels.
- **Synergy of holistic responses** – providing creative pathways for young people in their individual journey into the world of decent employment; this does require comprehensive and integrated responses that encompasses job seeking skill preparation, specific skills training, job linking and matching, mentoring and work experience. The set of cases studies have shown the diversity of creativity being practiced across the globe. Many have discovered the value of including enterprise – both as a vehicle for work preparation and an eventual career option.
- **Challenges with sustainability and scaling up** - each project detailed in this study is a result of vision, leadership, perceived windows of opportunity and substantial technical and financial resources. Ongoing delivery of their programmes and the potential to support an ever increasing number of young participants require continual creative renewal of these elements. In particular, it is interesting to see the efforts of several projects to diversify their support base, build new partnerships, renew leadership and engage in activities that generate earned income.
- **Recognition of young people as partners in the process** - these stories profile succinctly the importance placed upon the unique assets, creativity, energy, contributions and skills that young people value add to the process. This strengths approach, as opposed to the deficiency models of the past is a refreshing development.

Each case study provides success factors, lessons and practical insights of strategy and activities which hopefully will inspire and instruct others interested in community – public – private partnerships to begin their own journey of creating and developing relevant youth pathways to decent employment or enrich their current efforts. The vision and successes described above can be practically harnessed and emulated by others.

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

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