EDUCATION AND EMPLOYMENT ALLIANCE:

An Evaluation of Partnerships in Support of Youth Employability

Executive Summary
April, 2010

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Introduction

The Education and Employment Alliance (EEA) was launched in 2005, with key support from USAID, to create new public-private partnerships that would expand and improve education and employment opportunities for underprivileged youth. EEA targeted six countries with emerging economies that have large populations of disadvantaged and unemployed youth for these partnerships: Egypt, India, Indonesia, Morocco, Pakistan, and the Philippines. As it engaged actors across sectors to support its goals, EEA forged alliances on multiple levels to maximize program potential through partner contributions of expertise and resources and to lay the groundwork for sustainable and scalable project interventions.

As the program was coming to an end in late 2009, EEA undertook a summative evaluation in five countries of focus[1] to answer fundamental questions about the utility of using an alliance-based approach (i.e. working in partnership with the private sector, non-governmental organizations (NGOs), and governments) in employability-related programs for youth. Throughout the alliance building process, the program sought to demonstrate that such partnerships could help youth better acquire marketable employability skills, gain decent employment or self-employment, and make a full transition into adulthood as successful, engaged and productive citizens, while at the same time promoting the long term sustainability and scalability of such activities. In assessing program outcomes in these areas, this study examined in detail the approach used to build such alliances and the effectiveness of the 35 EEA employability projects that directly provided training and job placement services to youth. As a part of the evaluation, 711 youth, 70 employers and 62 alliance partners from all five countries were surveyed through questionnaires, one-on-one interviews and focus group discussions. This Executive Summary offers a synopsis of the EEA's partnership approach and key findings and recommendations, taken from the full report entitled *The Education and Employment Alliance: An Evaluation of Partnerships in Support of Youth Employability*.

The EEA Program: An Overview

The EEA program, through initial support from USAID totaling US$12.1 million, brought together critical stakeholders across the public, private and civil society sectors in each country of operation for two purposes. First, the program looked to start a dialogue amongst these actors about the activities they were supporting to help young people secure better livelihoods. A critical part of such dialogue included assessing where these stakeholders perceived gaps that needed to be addressed in the educational and employment domains. Second, the program focused on fostering new partnerships among these stakeholders that would allow them to bring their unique skills, expertise and resources to address such needs.

Structurally, the International Youth Foundation (IYF) provided overall management for the program, establishing a common framework for alliance development across all six countries, offering crosscutting technical assistance to support employability interventions, creating linkages to multinational corporate partners, and sharing lessons learned. Building on this global platform within each country, the program established Steering Committees to help formulate and guide specific alliance-based projects in support of the needs of youth. To ensure that such dialogues were action-oriented and purposeful, a local organization or team was designated in each country to serve as the Alliance Secretariat.

This Secretariat was tasked to work closely with IYF and the Steering Committee to design multisectoral pilot projects that would be approved by the Steering Committee for receipt of approximately $3 million in EEA "seed" funding to be leveraged by other partners. As projects were underway — between five and eleven projects depending on the country — this Secretariat and IYF worked collaboratively to help ensure project and overall alliance program success through the monitoring and evaluation of project activities, the building of partner capacity to implement programs, the sharing of effective practices across pilot programs, and the leveraging of resources to expand and sustain program activities.

Following USAID's Global Development Alliance model, IYF viewed alliance development as a critical first step in addressing youth education and employment needs. To overcome the magnitude of problems facing youth in these countries would require concerted efforts from all sectors. Moreover, while a large number of initiatives were supporting youth, significant challenges existed in ensuring coordination of activities, supporting best practices, and avoiding duplication of efforts. Alliance development was therefore defined by IYF as the process by which actors from the public, private, and civil society sectors would come together to collectively identify youth needs — and then share resources and expertise to address them through lasting, action-oriented partnerships.

In terms of reaching more partners, the program significantly widened the circle of partners working with USAID by digging deeply into local communities. Nearly eighty percent of 37 NGO subgrantees receiving support through EEA were first time recipients of USAID funds.

1 *EEA India is not part of this evaluation as the nature of both its alliance and skills development activities were fairly distinct from the other countries. Unlike other countries, a primary and distinct outcome in India was the independent spin-off of an IYF field office to support alliances, which was not easily measured by other global indicators. Additionally, given the India program's significant focus on educational technology rather than employability skills training, many of the global indicators related to workforce development were also not applicable to this program.*

■ **A student learns new skills in EEA-supported training in Mindanao, Philippines.**

These global and country level alliance structures directly supported alliance building at the community level, where 319 EEA partners across sectors helped implement and support pilot projects designed to address education and employability challenges faced by young people in each target country. In sum, in the five countries of focus for this final evaluation, EEA and partners supported 35 such pilot programs, which collectively benefited nearly 30,000 young people through a variety of activities aimed to improve training outcomes, develop new employment skills, and help young people start their own businesses. Programs included:

- Job preparedness programs that combined technical/vocational and life skills, equivalency education, internship/apprenticeship training, and mentorship and job placement services — all specifically designed to address the unique needs of underserved youth such as out-of-school youth and other at-risk populations;
- Career counseling, mentorship, and job-matching programs targeting students and graduates of higher educational institutions; and
- Entrepreneurship and leadership development programs to foster entrepreneurial mindsets and support the startup of youth-led businesses and the creation of new jobs.

Conclusions from this evaluation are summarized in the following two sections, which detail findings related to both alliance building and youth employability. These sections are followed by a summary of recommendations given in the final EEA report. Limitations of the study are also important to note and are presented fully in Section I of the full report.

The EEA Alliance Approach: Key Findings

Developing and testing new models of alliance building was a key component of the EEA program, and the study suggests that such an approach demonstrated important benefits in terms of building a broad platform for leveraging new resources to expand program potential and to help integrate good program practices and learning into new and scalable avenues. In this respect, the alliance-based design of EEA programs has set the stage for expanded ownership and integration of program interventions into government training institutions, national and multi-national corporate social responsibility (CSR) initiatives, and local NGOs and community groups with strong community networks. More specifically, key findings related to EEA's alliance building approach include:

- **Leveraging Resources:** The EEA alliance-based model required country teams to generate leverage resources from partners across sectors, which enabled the program to provide more comprehensive interventions and reach more beneficiaries than it would have otherwise. EEA forged project-based partnerships with 319 multi-sector organizations (45% private sector, 25% governments, and 30% NGOs) and raised $9.3 million in leverage against approximately $3 million in seed funds to support 35 pilot projects. This also represents approximately a 1:1 leverage ratio against the total program support of approximately $9 million.

- **Expanding Reach to More Youth and More Partners:** Working across sectors and leveraging strong community networks of partners, EEA exceeded its target by training nearly 25% more youth than anticipated. Nearly 30,000 youth participated in the EEA program.

- **Building Local Capacity for Sustainability:** EEA earned high marks for its collaborative strategy. Seventy-seven percent of 30 implementing partners rated the EEA model and experience as *better* or *much better* compared to previous programs they had conducted in the youth employment field that did not have a strong focus on forming partnerships and gathering leverage from other stakeholders to support activities. These high ratings were linked to such benefits as the opportunity to combine financial resources and expertise, improve organizational capacity, more meaningfully engage stakeholders, and increase interaction and linkages with other organizations. In all countries, a significant number of EEA projects were being continued beyond the end of the program — i.e., adopted by government, new donors, or EEA partner NGOs as part of their programs and strategic direction. Approximately forty percent of partnerships explored and tested through EEA have started second or third stages of activities to expand or replicate EEA-initiated efforts.

- **Broad Corporate Participation**: Robust corporate participation — 45% of the 319 alliance partners overall — was one of EEA's recognized core strengths. Businesses and corporate trade associations participated in alliances through a multitude of avenues — through membership on steering committees, participating in project design workshops, providing financial and in-kind resources and in supporting youth placement efforts, among other areas. EEA's ability to include alliance partners in various aspects of the implementation beyond leverage contributions appeared to have had a positive effect on the quality and relevance of the training as well as types of internships and jobs provided. EEA projects that engaged corporations, particularly local businesses, in the curriculum design and throughout implementation stages produced better results, such as higher youth and employer satisfaction, higher job placement rates and shorter times to finding jobs. Having potential employers review and approve the curriculum materials confirmed that the skills training provided were demand-driven and relevant. Giving local business partners access to a pool of qualified graduates and the ability to test and recruit them through competency exams or internships led to high job placement rates in a short period of time.

- **Cost Effectiveness:** The alliance model helped EEA to become cost efficient with the unit cost of less than $600 per trainee for vocational training interventions — compared to generally higher cost estimates of similar interventions made by the World Bank and International Labor Organization which vary between $500 and $2,000 per trainee. Moreover, this first step of forming and testing partnerships is considered the most resource intensive step in program design and development, and it is assumed that efficiencies are possible when later stages of projects are taken into account given economies of scale.

Key challenges are important to note. In particular, the alliance development process and need for coordination demanded more significant time and energy than anticipated from all partners. While most partners felt the additional effort was worthwhile in generating important linkages and improving the overall effectiveness of interventions, six percent of thirty partners surveyed felt that it took away their time and focus from the actual delivery of programmatic activities, and an additional 17% felt alliance development did not provide greater benefits than non-alliance programs for these reasons. In this respect, the EEA experience reminds all stakeholders of the critical need for more precise clarity on roles and responsibilities among partners at the program outset, as well as the importance of finding a neutral arbiter like a skilled secretariat with the skill set to coordinate activities and resolve conflicts as they arise.

Additionally, while the program aimed to foster sustained, national level support for alliance building around youth employability, this outcome was generally not achieved given EEA's ultimate focus and dedication of resources toward project-based alliances. In this respect, while project-based alliances can help nurture and develop national level alliances, creating a self-sustaining, formal association for this purpose to regularly convene the breadth of relevant actors in each country proved to be too ambitious an aim. It appears that future efforts would better view national alliance creation as a parallel initiative to project-based activities, supported by a dedicated staff that has this distinct mandate and operational objective. Accordingly, these initiatives might best draw on operational models used by major trade associations of non profits or businesses, which provide lasting forums for engaging stakeholders on issues of mutual concern, but typically do not intensively support project-based interventions.

The Effectiveness of EEA Employability Programs: Key Findings

A second area for examination in the final EEA report was the utility of an alliance-based approach in improving employability outcomes for youth. In this respect, the study sought to determine where a multisectoral approach not only attracted new partners and resources to support such initiatives, but also helped make a demonstrable difference in the lives of beneficiaries. While the study was not able to support a full comparative, impact evaluation in this regard, analysis of survey results and success indicators across all countries suggest that integration of employers in particular into this alliance framework helped ensure that youth were more prepared for successful career prospects. Key findings in this area include:

- **Strong Employment Outcomes:** Across all countries, the EEA program achieved an overall employment rate of 56%. Of 8,580 trainees who were eligible for work, a total of 3,843 graduates found jobs and 958 became entrepreneurs. Those who chose entrepreneurship were also quite successful in creating additional employment. In Indonesia, for example, where job creation was monitored, 360 entrepreneurs were able to create 516 additional jobs. In addition, youth and employer satisfaction with the training were high. Over ninety percent of youth survey respondents reported gaining new technical and life skills. Similarly, 79% of surveyed employers rated the overall performance of EEA graduates as either *good* or *excellent* and 60% of employers rated EEA graduates *better* than those from similar age groups.

  Of particular interest is that countries and projects with a longer intervention time and more structured and integrated training coupled with direct linkages to employers fared the best. In this respect, EEA's strategy to provide three to six-month integrated technical skills training combined with counseling, job placement services and entrepreneurship support were more effective in reaching employment targets. Focusing on projects fitting these general criteria only, employment rates rise to 67% overall. Similarly, projects that provided strong follow-up and counseling support to graduates — particularly grounded in private sector linkages and knowledge — achieved better results.

- **High Youth Satisfaction**: EEA graduates were placed in variously sized-firms representing a large array of industries such as engineering, marketing and sales, hotel and restaurant management, information technology, welding and engine repair. Of those surveyed, 84% were satisfied with their overall work environment. Sixty-three percent of employed youth surveyed were happy with their salaries, although in some sectors youth struggled to earn more than minimum wage as new entrants in the job market. Job satisfaction among youth appears closely linked with their field of work, underscoring the importance of undertaking rigorous labor market assessments, matching skill development with long term career interests, and providing substantial placement support to graduates.

- **Self-employment Benefits:** Evaluation results point to positive results and trends in terms of viability and sustainability of youth-led businesses: eighty-four percent of survey respondents were able to cover expenses with earnings and eighty percent reported making profits. Additionally, as noted above, where systematically measured, job creation by new entrepreneurs was a significant benefit to the training. The report found that entreprneurship is an area where the utility of the EEA alliance approach is particularly evident, as entrepreneurs felt most inspired and supported by alliances as they tried to overcome barriers faced by any startup institution.

- **Positive Effect on Families:** The study shows that EEA has also had a positive if indirect effect on families. Over sixty percent of youth respondents reported sharing their income with families for daily household, health and education expenses. The rest reported that their entry-level salaries were not sufficient to support their families after personal consumption. Eighty-two percent of graduates who shared their earnings reported that their financial support helped improve their family's financial and social standing.

Here too, challenges are important to note. There were several factors that contributed to lower placement rates of some projects. These included original placement targets being set unrealistically high and labor market assessments not being conducted with sufficient rigor at the outset of programming to ensure the availability of jobs in areas of training. Additional factors included the inability of some implementers to diagnose rapidly changing labor markets and demands. The sheer reluctance of employers to hire new employees because of the global economic crisis that unfolded during implementation also undoubtedly had an effect in certain projects. Finally, some projects had difficulty tracking job placements specifically for women and youth in remote and traditional areas.

While the alliance building approach helped widen the circle of partners by digging deeper into community networks, EEA experienced the added challenge of supporting new partners who did not have sufficient experience or capacity to support quality youth training programs. While the program exerted substantial efforts in capacity building, the needs in this area were very significant. As a result, particularly with respect to lower capacity grantees, the project would optimally have had a longer time frame and more dedicated support to build the capacity of particular partners — a learning relevant to future alliance building efforts. Areas of capacity building focus would include conducting more

■ A graduate of EEA entrepreneurship training making recycled art paper in North Jakarta, Indonesia (above left); Cairo University students participating in a team building exercise through EEA's career development center in Cairo, Egypt (above center); a participant of the EEA-supported textile training in Morocco (above right).

effective market surveys, ensuring minimum standards for life skills programs, enhancing job placement support services, and improving the tracking of youth for long term support as they adjust to new jobs.

Lessons Learned and Recommendations

The EEA experience suggests that a properly constituted, alliance-based approach to youth programming has strong potential. With a large network of partners and significant leverage, EEA demonstrates how alliances can help broaden the number of supporters of projects, encourage the exchange of best practices amongst alliance partners, support larger numbers of beneficiaries, and help promote cost efficiency objectives. Moreover, a strong emphasis on alliance development can pay significant dividends when partnerships are tested through smaller-scale initiatives. This approach allows local alliance partners to naturally form stronger bonds and position themselves to support long term continuation and expansion of activities.

Engaging and mobilizing local governments and supporting them to sustain project activities beyond EEA worked well — especially if training and job placement models and methodologies have proven successful in a first phase and governments become strong internal stakeholders early on in the process. Similarly, local corporate partners were often an initiative's strongest ally and served as important catalysts to generate interest in initial pilots and the scale up of programs that proved successful. In this regard, the alliance model can help ensure greater ownership and likelihood of sustainability by creating a broader array of avenues and supporters to build on projects that work and expand them collectively over the long term.

Part I: Recommendations from the final EEA report regarding the development of alliance-based programs include:

- **Engage the Private Sector:** Develop innovative ways to mobilize and recruit both local and international corporations, and encourage them to adopt the program as part of their broader CSR initiatives and as a way to invest in future employees. Leverage the support of respected corporate stakeholders to further increase the visibility of project efforts among other constituencies including the government.

- **Consider Scale and Sustainability from the Outset:** Encourage stakeholders to pay close attention to scale and sustainability issues from the very outset of discussions around design. Make it clear to all parties that initial pilots are being put forward with the expectation that stakeholders will utilize their networks and resources to expand activities if they prove successful.

- **Ensure Resources for Alliance Development:** Place significant emphasis on allocating adequate financial, human resource and technical support for the alliance building component of activities. Ensure knowledge is transferred to local NGOs and foster local ownership to promote program sustainability and scalability.

- **Clarify Roles and Responsibilities:** Clearly define and evenly distribute roles and responsibilities of each partner to achieve optimal results. Project-based Memoranda of Understanding (MOUs) offer one way to develop this clarity. However, negotiation of documentation around alliances should not become the focal point of efforts. Rather, the formality of alliances must give way to the practical realities of implementation. The MOUs should be seen as a step in building trust around a partnership framework that can hopefully be expanded once tested and proven successful.

■ **Community leaders prepare to make an educational video for local school children in Mehsana, India.**

- **Support New and Inexperienced Partners:** Provide new partners with tailored technical assistance for labor market assessments, effective technical interventions, rigorous job placements and successful integration of best practices and sustainability strategies as they are brought into the mix.

- **Be Mindful of Government Capacity Constraints:** Assess capacity constraints and incentive challenges in the system with respect to government employees, and provide tailored capacity building assistance where needed. Identify champions in the system to help find innovative solutions to such challenges and bureaucratic procedures.

- **Build on a Shared Sense of Purpose:** Seek to develop alliances with a shared sense of purpose and responsibility and a deep commitment to knowledge sharing and open communication that goes beyond formal, legalistic partnerships. To the greatest extent possible, build upon local cultural approaches that encourage caring for and partnering with local communities for the common good. Provide incentives to local partners to come to the table and provide their own resources to augment those that already exist.

Part II: Specific recommendations from the final EEA report regarding the design of alliance-based employability interventions include the following:

- **Support Market-Driven Approaches:** Ensure a market-driven approach from the outset of program design to best position disadvantaged youth to obtain jobs. Targeted, non-academic labor market assessments with a substantial sample of employers help ensure that the training provided is demand-driven and enable program designers to make adjustments in order to avoid saturating markets. An alliance framework can help increase avenues for connecting with the private sector, and to therefore support the development of more accessible, relevant and better quality training. The programs that paid sufficient attention to drawing these connections consistently outperformed those with less focus in this area.

- **Engage Local Business in Design and Implementation:** Find meaningful ways to engage corporate partners during the program design and implementation process. Global corporate partners are vital for alliance prominence, recognition, resources and rigor — but optimally, partnerships should include a broad array of smaller, local companies to help generate increased support in local communities and strengthen job placement opportunities. If possible, engage business people as resource people, trainers or guest speakers throughout implementation, not only to help students acquire practical knowledge but also to help them make contacts which can lead to internships and jobs.

- **Use an Integrated Training Approach:** Provide comprehensive learning packages — combining technical and life skills training, basic education that enables equivalency degrees to be obtained, and internships — to give youth recognizable credentials and tangible experiences that they need to begin their careers. While sustainable approaches in this area must be identified, be willing to provide other necessary support (such as transportation stipends) to ensure high program retention.

- **Focus on Entrepreneurship:** Entrepreneurship must be a key strategy to help further expand job opportunities for graduates where jobs are scarce as well as to increase the overall job market for young people. Offer entrepreneurship training and support services to those who demonstrate interest and aptitude. Programs for entrepreneurship can be focused exclusively on developing entrepreneurs, but workforce training programs should also encourage an entrepreneurial mindset and help identify young people who are well situated for further support in this area.

- **Consider Gender Challenges through Design:** Increase gender-inclusiveness by training females as trainers and provide additional support to women as they run small businesses or begin their first jobs. Be ready to address related challenges, such as the need to: provide additional support including awareness raising with families of young women and surrounding communities to increase retention; create safe classroom environments that are gender-friendly and culturally acceptable; and offer mentoring to newly employed women facing disparities in pay or treatment in the workplace.

- **Place Emphasis on Internships:** Internships and other forms of on-the-job training can play a pivotal role in introducing young people to the workplace and helping them secure their first job. Strive for more systematic monitoring of internships and regular consultative meetings with internship providers to receive feedback on the performance of students and identify areas for improvement.

- **Support Young People to Ensure Job Retention:** Program effectiveness can be increased by soliciting feedback from youth and integrating post-training follow-up support as a key component of program design. A key finding was that the transition for disadvantaged youth into a formal working environment poses new and exciting opportunities, but also frequent challenges in terms of adjusting to new norms, expectations and often critical feedback. As such, mentorship for youth (and if possible the continued use of training facilities to strengthen their technical skills) should be provided at least for the first six months as youth enter the labor market. Consider utilizing technology, such as mobile phones or online platforms, to systematically track graduates who are either looking for a job or just beginning one, and provide the job counseling support they need to be able make a full transition to productive adulthood.

Conclusion

As noted at the outset, this evaluation was conducted to answer two fundamental questions about the utility of alliance-based interventions such as those put forward through EEA's 35 projects. First and foremost, the evaluation sought to determine whether the use of a multisectoral approach in designing and implementing employability programs for youth brought forward unique benefits in terms of education and employability outcomes for young people. This was a particularly important question to ask given the increased time and efforts that appear to be necessary in developing such programs as compared to more traditional development models that placed less emphasis on engagement of partners across sectors.

In this area, while a fully comparative evaluation is difficult to make, it is clear that the EEA approach fostered significant and direct contacts with the private sector throughout programs, which helped ensure the relevance and ultimate effectiveness of training interventions. As noted in this evaluation, this focus on private sector engagement helped to secure strong job placement and internship rates, high employer satisfaction with trainee qualifications, and high enthusiasm of trainees about their prospects for success in the marketplace. Similarly, private sector support of the program helped nurture and support entrepreneurship programs, with young entrepreneurs able to leverage this support to help set up new businesses and create new jobs. The alliance-based approach also appears to have had an important side benefit of demonstrating to companies the importance of supporting disadvantaged youth — support that could be provided as both part of their corporate social responsibility and for direct business benefit.

Finally, the evaluation sought to better understand whether the EEA alliance building approach and the use of multi-stakeholder partnerships helped promote the sustainability and scalability of interventions. Here too, the multi-sector approach used by EEA brought forward demonstrable benefits through involving a broad array of partners who were significantly invested in program activities through the dedication of both energy and resources. USAID funds, used to incentivize other prospective partners, helped bring in many nontraditional groups to work with USAID and created a framework to test and expand upon project-based partnerships to reach greater numbers of youth in second and third phases of activities. This framework was also instrumental in widening the circle of partners and supporters to help continue projects after USAID support ceased. Accordingly, a significant number of EEA projects show prospects for long term sustainability and increased cost efficiency over time.

We hope that these practical observations and recommendations, taken from the EEA final report, will help facilitate the work of others who are either beginning or considering an alliance-based approach to youth development. Please go to *www.iyfnet.org* to download the full report.

COUNTRY	SUCCESSES	CHALLENGES	LESSONS LEARNED
Egypt	**Alliance Building and Leverage:** 1) Eighty public-private alliance partners supported EEA projects, and provided nearly $3 million in leverage at a 5:1 ratio against USAID seed funds. 2) Strong focus on public sector integration in programs opened up wide channels to access and service youth. **Employability:** 1) Over 17,000 youth benefitted from various training and job matching programs. 2) High youth and employer satisfaction with the training. All employers surveyed rated EEA graduates as better than other graduates. 3) Much stronger than anticipated entrepreneurship-related outcomes, particularly in youth centers. **Sustainability:** Alliance activities continue in almost all venues post EEA support through revenue generating models; additional programs benefitting more than 2,500 additional youth.	1) Partners at times felt alliance building took efforts away from program delivery. 2) Global economic downturn in project home stretch resulted in reduced job availability; nonetheless, 32% of youth eligible for work obtained jobs or set up small businesses. 3) Shorter term training was of value to youth and more accessible, but longer term interventions focused on market demand were more successful in ensuring job placement.	1) Building relations with government partners takes time but yields positive results in the medium to long term. 2) Early program-funded small-scale renovation of government premises helps earn the trust and engagement of government partners, which in turn increases the number of beneficiaries. 3) Signing memoranda of understanding with project-based alliances helps establish early and clear definitions of responsibilities and expectations. 4) Involving local communities closely in youth center activities helps them take local ownership and increase membership revenues for center to promote long term improvements. 5) Ensuring that the program's course offerings are attractive and accessible to young women will help produce greater gender equity among program beneficiaries.
Indonesia	**Alliance Building and Leverage:** Sixty-five public-private alliance partners supported eleven projects and raised $1.3 million in leverage. **Employability:** 1) Over 13,000 youth benefitted from employability and life skills training. 2) 56% of employers rated EEA graduates as better than other graduates. 3) Of 1,286 graduates ready to work, 1,074 (84%) either found jobs or started small businesses. 4) Some 516 additional jobs were created by 360 young entrepreneurs. **Sustainability:** Two projects are being replicated, and are estimated to be reaching over 10,000 youth.	1) Vast geographic and programmatic diversity of 11 sub-projects made monitoring project developments and tracking graduates more difficult. 2) Some implementing partners considered the alliance building process challenging and time-consuming. 3) Capacity constraints were present for partners who implemented entrepreneurship projects for the first time.	1) It is important to normalize and ensure an even distribution of roles and responsibilities of each alliance partner at the outset. 2) Engage private sector partners in program design and implementation for better employability outcomes. Having potential employers review and approve training models confirms that training programs provided are demand-driven. Giving them access to graduates helps achieve strong placement rates. 3) Regular consultation meetings with employers ensure that graduates are meeting the needs of target industries. Post-training job counseling support should be included as a key design component as youth require ample help in transitioning into new work environments.
Morocco	**Alliance Building and Leverage:** Over 45 public-private alliance partners supported seven projects, and raised $2.4 million in leverage. **Employability:** 1) Over 2,200 youth benefitted from employability and life skills training. Of 1,688 graduates, 1,195 were placed in internships and 300 in jobs. 2) 50% of employers surveyed rated EEA graduates as better than other graduates.	1) Businesses hiring youth often had unrealistic expectations of their capabilities and needed to be encouraged to help create a nurturing environment for success. 2) Working in alliances was a new concept to NGOs and businesses and required additional time and patience to show the value of partnership models.	1) Private businesses need to be encouraged to view alliance activities as more than mere charitable contributions, but rather as instruments to obtain business benefits and qualified graduates for their workforce needs. 2) Working effectively with government requires working simultaneously at the local, regional and central levels to support long term instutionalization of efforts.

COUNTRY	SUCCESSES	CHALLENGES	LESSONS LEARNED
Morocco (cont.)	3) 57% of respondents reported to be happy with their work environment. **Sustainability:** Government training centers adopted the EEA skills training model. Local and international NGOs and donors adopted the EEA model and methodologies for expansion of phase 1 projects into new locales.	3) Capacity constraints of the government and local partners required significant attention given the strong role of these stakeholders in implementation. 4) Some graduates continued to need post-training assistance as they struggled to obtain better jobs.	3) Life skills and language skills training need to be considered as core components of successful job training activities. 4) Providing more systematic job counseling and guidance services to youth is a critical step to ensure success in job searches, job placement and successful integration into the workforce.
Pakistan	**Alliance Building and Leverage:** Nineteen public-private alliance partners supported five projects, and raised over $860,000 in leverage. **Employability:** 1) Over 1,400 youth benefitted from employability and life skills training, and 98% successfully completed their training programs. 2) More than 10,000 trainees at vocational training institutes benefitted from the IT curriculum and teacher training improved under EEA. 3) 565 graduates secured jobs or started small businesses. 4) 95% of employers rated EEA graduates better than other graduates. **Sustainability:** 1) Improved IT curriculum at Provincial Vocational Training Institutes ensured long term benefits on an annual basis. 2) The National Vocational Technical Education Commission provided $100,000 to a local EEA partner to continue a second phase of EEA skills training.	1) Recruiting female participants posed significant challenges given cultural constraints. 2) Capacity constraints of some partners made it difficult to effectively facilitate job placements and track beneficiaries. 3) Close monitoring of fluctuating market needs in specific geographical areas was required to ensure timely adjustments to training designs.	1) Create innovative avenues for young women to participate in training programs. Increased gender inclusiveness employment programs can be realized by involving women in all aspects of training program design, participant mobilization, training delivery, and placement to ensure programs and work is safe, accessible, and compelling. For example, female particpation can be increased by training females to be Master Trainers. 2) Consider working with the private sector to offer trainings on a profit-oriented basis. Additionally, corporate social responsibility departments of various companies could be approached to generate funding for scholarships for unemployed youth. 3) Successful employability programs need to integrate English language and computer skills training as critical elements.
Philippines	**Alliance Building and Leverage:** Over 100 public-private alliance partners supported six projects, and raised $1.8 million in leverage. **Employability:** 1) A total of 3,036 youth enrolled and 88% completed employability and life skills training. 2) 44% of employers rated EEA graduates as better than other graduates. 3) Of 2,669 graduates ready to work, 1,961 (73%) either found jobs or started small businesses. **Sustainability:** 1) Alliance-based approaches used in the hospitality and other sectors have been continued and are reaching an additional 600 out-of-school youth in new locations. 2) An EEA-developed model called the Youth Productivity Services is being replicated in Misamis Oriental, benefitting 450 additional youth.	1) Recruiting and retaining hard-to-reach youth from remote and conflict areas proved quite challenging. 2) Employers were generally unwilling to hire project graduates who are stigmatized as "out-of-school youth" for internships and jobs; however, once getting their feet in the door, youth appear to have demonstrated strong capabilities.	1) Providing tailored capacity building assistance to local NGOs and governments can help foster local ownership and sustainability of projects. 2) Community participation (i.e. mobilizing local governments, businesses, training providers and parents to work together) is critical to the success of employability programs targeted to help at-risk youth in conflict areas. 3) Providing targeted training in close coordination with local networks based on assessments of growth industries helps yield positive employment outcomes.

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The International Youth Foundation (IYF) invests in the extraordinary potential of young people. Founded in 1990, IYF builds and maintains a worldwide community of businesses, governments, and civil-society organizations committed to empowering youth to be healthy, productive, and engaged citizens. IYF programs are catalysts of change that help young people obtain a quality education, gain employability skills, make healthy choices, and improve their communities. To learn more, visit www.iyfnet.org